

SEPTEMBER 1956

# Sales Management

THE MAGAZINE OF MARKETING



**More and More "Benefit" Factors  
Coming into Salesmen's Pay Plans**

Page 92

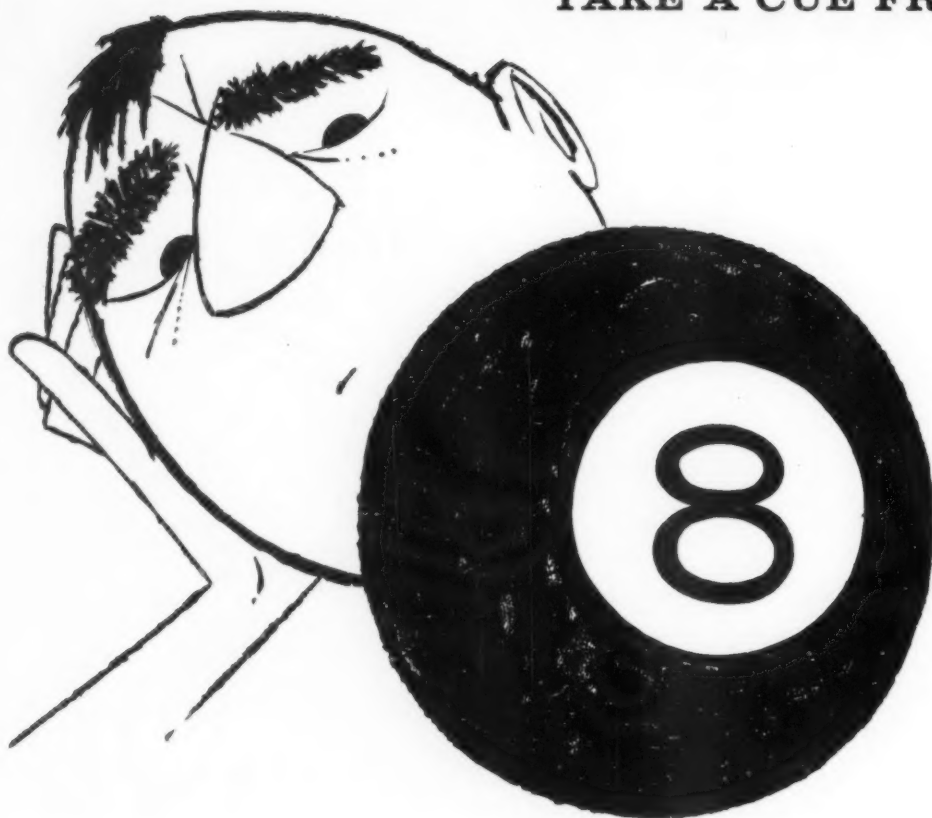
**I Was a Lend-Lease Sales Manager... Page 30**

**How to Grow Twice as Fast as Your Industry... Page 54**

A BILL BROTHERS PUBLICATION

FIFTY CENTS

IF THIS IS YOU  
TAKE A CUE FROM US



We specialize in the most vital phase of your entire advertising program—Merchandising at the Point-of-Sale. It is our only business . . . one we've been at for more than half a century. In that time, we've created countless traffic-stopping displays that have caught shoppers' eyes in nearly every type of retail outlet. We can produce dynamic, reason-to-buy point-of-sale merchandising programs for you today. If your program is behind the eight-ball, let our nationwide staff of experts give you the cue your Merchandising at the Point-of-Sale should take.



Trademark Mystik Registered.

***Merchandising*** at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use • Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants • Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders • Mystik® Self-Stik Labels
- Econo Truck Signs • Booklets and Folders



Keep this "IDEA FILE" and illustrated brochure within easy reach...they are a collection of point-of-sale samples, ideas, success stories that have paid off in the past. They are yours **FREE!** Write Chicago Show Printing Company, 2650 N. Kildare Ave., Chicago 39





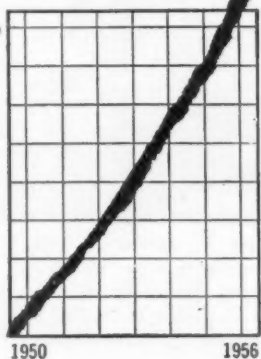
# McCALL'S LEADS

## Women's Service Magazines in Fashion Advertising Revenue

McCall's fashion advertising revenue for the first half of 1956 is more than twice the amount for the entire year of 1950!

\$1,339,023  
(first 6 mos., 1956)

\$640,494  
(full year, 1950)



For the first six months of 1956, McCall's fashion advertising revenue totalled \$1,339,023\*—a gain of 49% over the same period in 1955—the highest half-year fashion advertising revenue in McCall's history!

This exciting growth trend in fashion advertising is nothing new at McCall's. It's been going on year after year! Because more and more top fashion advertisers invest more and more of their advertising dollars in McCall's...

Today McCall's leads in:

- Total fashion advertising revenue...
- Fashion advertising lineage gains...
- Fashion advertising revenue gains.

The reason for McCall's leadership and continuing growth in the fashion field lies in the growing strength of the magazine itself, and its knowledge of the fashion industry.

**McCall's** moves more fashion merchandise!

# BBDONewsletter

- 1 SALES SPRIGHTLY
- 2 READERSHIP RECIPE
- 3 PROGRESS PANORAMA
- 4 BRAINSTORMING



**1 WHILE MANY** furniture makers report sales down in 1956, Daystrom's sales are healthily up. One reason is a series of eye-catching "stopper" pages like this in *Retailing Daily* preceding the June Furniture Market in Chicago. Part of an aggressive sales campaign, they helped spread the news of Daystrom's new metal furniture designs so well that BBDO Buffalo's new client wrote a lot of new business at the Market.



**2 A VERY SPECIAL** recipe goes into each of the delicious cakes, frostings, brownies and other treats made with Betty Crocker Mixes. So General Mills uses a special recipe to advertise them. Ingredients: a big, appetizing photo, a bold red background, a picture of Betty Crocker... and her famous guarantee of perfect results every time. Surveys show readership of these ads as high as a Betty Crocker Angel Food Cake.



**3 A MAN-MADE** thunderbolt shatters a wooden beam — and helps unlock nature's secrets on one of General Electric's Sunday evening Progress Reports. Created specially for the *General Electric Theater* TV show, these dramatic messages cover every phase of General Electric's activity — from atomic energy to home appliances — prove again and again that "At General Electric, Progress Is Our Most Important Product."



**4 WHEN BBDOers** get together to think up *extra* merchandising and promotional ideas "off the top of the head" — that's Brainstorming. Frequently, it pays off. New York Telephone Company, for example, decided to test the Brainstorm idea of merchandising colored telephone sets in supermarkets. Gratifying results soon led to experimental colored-telephone displays in several food stores in New York State.

**BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising**

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE • TORONTO

# Sales Management

THE MAGAZINE OF MARKETING

VOLUME 77

NO. 5

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

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## 10 CHECK POINTS TO CONSIDER IN MAKING YOUR INDUSTRIAL MARKETING PLANS FOR 1957

1. Will you tap all the *NEW* markets in which new products and diversification are developing?
2. Will your schedule include *ONE* medium which saturates all 452 industries to make sure that no *NEW* markets are overlooked?
3. Will you approach the top 40,000 establishments which account for 4/5 of the national product through their 66,000 key product selectors?
4. Will you talk to product selectors on the pages of their preferred source of product news and information?
5. The paper that is read for only one purpose—*product information*?
6. The paper that gives them the most product news, the most timely, accurate and complete descriptions of new and improved products?
7. The paper whose new product descriptions and illustrations include: what the product is; what it does; how it works; how much it will do; what it measures.
8. Will the inquiries you receive be screened by requiring the write-in of your key number and postage to be paid by respondents; and will they be offered *SPECIFIC INFORMATION* inquiry forms so that their interest and needs can be explained?
9. Will you choose the paper most advertised in by suppliers because oftenest consulted by buyers?
10. Do you realize that all of these advantages can be combined in a single publication costing, for the standard 1/9-page unit, only \$165 to \$175 per month?

All of the answers to these questions will be "yes" when *Industrial Equipment News* is included on your 1957 schedule.

DETAILS?

... send for complete DATA FILE.

**NEW! ... send for**

"YOUR MARKETS ARE CHANGING"

20-page brochure showing how to get your share of *NEW* business, sparked by *NEW* products.

**Industrial  
Equipment  
News**

**IEN**

FOUNDED 1923

Thomas Publishing Company

**BPA** 461 Eighth Avenue, New York 1, N. Y.

**NBP** ... Affiliated with Thomas Register

SALES MANAGEMENT, with which is incorporated PROGRESS, is published the first and third Friday of every month, except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Entered as second class matter May 27, 1942, at the Post Office, East Stroudsburg, Pa., under the act of March 3, 1879. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 386 Fourth Avenue, New York 16, N. Y. Copyright, Sales Management, Inc., 1956.

# BUY

## NORRISTOWN, PA.

# FIRST

for Montgomery County

We don't claim to cover Robert's Roof or Harry's Basement—just Norristown, Pa., our own class A market with Montgomery County's No. 1 newspaper covering Montgomery County's No. 1 market. Don't be less than 1/3 safe with that "outside in" circulation from those other places when your competitor is outselling you more than 3 to 1 with The Times Herald.

### Montgomery County Sales

\$113,499,000 in Grocery store sales  
54,900,000 in Gen. Merch. sales  
25,165,000 in Furn. House & Radio  
104,107,000 in Automotive sales  
28,920,000 in Gas Station sales  
28,324,000 in Lumber & Hardware sales  
14,530,000 in Drug Store sales

Norristown is the biggest population-wise—the biggest retail sales-wise, city and retail trading zone \$195,951,000—family income \$1162 above Pa. state average, \$1504 above U.S. average. Therefore—be sales-wise, be advertising-wise, buy

THE

# Times Herald

NORRISTOWN, PA.

Natl. Representative: The Julius Mathews Special Agency

In the  
**WHBF**  
coverage area are  
**1,102,500**  
people with  
an EBI per capita of  
**\$1627**

They're able to spend over  
1 and 3/4 billion  
(S.M. Buying Power)

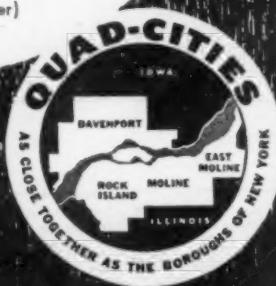
CBS FOR THE QUAD-CITIES

# WHBF

AM  
TV

ROCK ISLAND, ILLINOIS

REPRESENTED BY AVERY-KNODEL



# Sales Management

THE MAGAZINE OF MARKETING

EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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Member—Audit Bureau of Circulations, Associated Business Publications, National Business Publications, Magazine Publishers Association.



SALES MANAGEMENT





*Aw, gee whiz  
what's all the fuss?*

**T**HERE'S plenty of fuss, Buster, because you really demand the goods. I mean, **plenty** of goods — food, clothes, drugs and lots of other special baby products to keep you crawling comfortably.

Now, let's take a look at the way Modern Romances magazine goes all out to give your mother sound advice about the care and products that are best for you.

If you could read the chart below, you'd see that next to Parents' magazine, Modern Romances **led all other magazines** for editorial

linage on Baby Care and Training in the first six months of 1956.

And during the entire year of 1955, says the independent Lloyd Hall research service, Modern Romances outranked even Parents' magazine in this category!

Baby product advertisers know that **millions of young mothers** read Modern Romances. That's why advertisers come back to Modern Romances issue after issue, year after year. It helps them sell **more and more** baby products!

#### EDITORIAL LINAGE ON BABY CARE AND TRAINING—FIRST SIX MONTHS OF 1956\*

Magazine	Lines	Pages	% of Total Editorial
Parents'	8,531	19.9	5.0%
Modern Romances	6,435	15.0	3.5
Ladies' Home Journal	5,944	8.7	1.6
Better Living	4,181	9.7	4.8
Parade	4,050	4.8	1.4
Living	3,460	5.5	1.1
McCall's	3,200	4.7	.9
Better Homes & Gardens	3,080	4.9	.7
True Story	2,534	5.9	1.1
True Confessions	1,273	3.0	.7

\*Source: Lloyd Hall

## MODERN ROMANCES

Sells America's Youngest Married Woman Audience

DELL PUBLISHING COMPANY, INC. • 261 FIFTH AVENUE, NEW YORK 16, N. Y.







Oldtimers in a business where even the oldtimers are young

## These men help give *network* quality to *local* live TV

These are just a few of the men in the J. Walter Thompson Company "Local Live TV Group."

Before we buy a *local television show* anywhere in the country, this Group:

- ... learns all about the local TV stations, their staffs and facilities.
- ... discusses the stations' availabilities, program formats and casting.
- ... gets to know and work with the

client's local dealer groups and representatives on promotions.

### The Group then:

- ... designs, invents and builds sets and props for the show and *especially* for the commercials.
- ... is on the spot for the first performance of new shows.
- ... returns periodically to review 70 shows now on the air in 55 markets.

In this way our clients' *local live* TV shows and commercials are given network quality. *Both* the client and the local TV stations profit by it.

If you are interested in *local live* television you will want to know more about this Group. We'll be glad to tell you more if you will write to the J. Walter Thompson Company office nearest you, or to 420 Lexington Ave., New York 17, N.Y.

### J. WALTER THOMPSON COMPANY

New York, Chicago, Detroit, San Francisco, Los Angeles, Washington, D. C., Miami, Montreal, Toronto, Mexico City, San Juan, Buenos Aires, Montevideo, São Paulo, Rio de Janeiro, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne, Tokyo, Manila

## EDITORIALS

### Political Nonsense

It may come as news to you that your success has been due to the Republicans or the Democrats. But with perfectly straight faces the spellbinders of both parties, in their national Presidential nominating conventions, solemnly intoned that their respective policies either produced your prosperity or will insure it for the future.

The Republican orators now are borrowing a phrase that the Democratic politicians used lovingly for 20 years, "You never had it so good!" And some businessmen, appearing before the Democratic party platform committee hearing, solemnly cautioned the Democrats against leading the country into a depression. It's a wacky insinuation that any party would run on a platform of another depression for all. The people will not stand still for another 1929 crash and depression regardless of which party is in power.

We suggest that the orators of both parties are engaged in a lot of palpable nonsense and they know it. Further, it is an insult to the intelligence of the voters.

Surely most people consider their own ideas and their own initiative responsible for their present successes. Neither political party makes the issues—the issues arise from the hopes and aspirations of the people. So the political parties mirror these hopes and aspirations and offer themselves as vehicles to bring them to fulfillment.

Perhaps some of the candidates of both parties will compliment the people on their imagination and their initiative and their belief that all of us have a responsibility to create and maintain prosperity. The people of this country are not afraid to think about and to plan to solve the problems which they see coming up in the near future. The managers of our businesses know that they cannot stand still in the development of products or in policies that govern their own companies. So it is ridiculous to feel that people will respond politically only to the stereotyped slogans of the past.

So let's hope that our candidates will be less pompous this year in claiming that they alone bring benefits to the voters. Let's hope that the candidates talk candidly and in an adult way about the problems and opportunities that confront us. Let's remind the politicians that it is the people who confer prosperity on the parties, not the parties that confer prosperity on the people.

### This Man, Too

Hanging over the fireplace in the Sky Lounge of Schenley Industries, Inc., in the Empire State Building in New York City is the portrait of a man. You have seen this portrait in Schenley's national advertising but only his friends and associates know who he is. His portrait was commissioned and hangs in the Sky Lounge by direction of Lewis S. Rosensteil, president and founder of what is now Schenley Industries, Inc.

"Lest we forget," says the legend beneath the portrait, "this man runs the company, too."

The portrait is that of a Schenley distillery worker.

The people who see this portrait and legend most often are the sales officials of this giant distillery. And these people represent an industry which is one of the most promotion-minded in the country.

Lewis Rosensteil is the founder, production man, financial man,

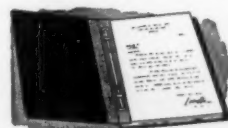


## CATALOGS Should Be PRACTICAL

Loose-Leaf—for easy addition or deletion of pages. Durable—because they get a lot of handling. Flat stacking—for neat desk piles. Flat opening—for easy handling and readability. Expandable—for additions of possibly bulky material. Economical—because quantities run into money.

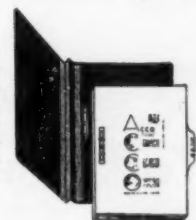
This all adds up to Accopress Binders for your catalog covers. They give your catalogs all the above advantages—plus all the appeal you can build into a cover with color, embossing or printing.

Write us your needs, or ask your stationer to show you the complete Acco line for keeping papers together in every department of your business.



The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.

When transfer time comes just slip the bound papers from the Accobind Folder, insert a new Acco Fastener and the Folder is ready for another year's filing.



**ACCOBIND folders**  
**ACCOPRESS binders**  
**PIN-PRONG binders**

(for marginal multiple punched forms)

**ACCO clamps**

**ACCO punches**

**THE ACCOWAY SYSTEM**

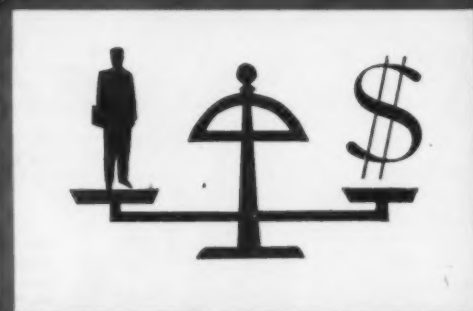
(for filing Blueprints and all large sheets)

and other filing supplies

**ACCO PRODUCTS, Inc.**  
Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto

# action in



## 9

### ways to measure your managers

Three current trends now make good executive appraisals important to the future of your business

**PROGRESSIVE** business firms are seeking new information on the talent and most effective ways of appraising executive accomplishments. Their interest has been energized by three current trends:

1. Executive incentive plans are growing. Half the companies listed on the New York Stock Exchange have incentive bonus plans, the number using this incentive device has doubled in the past decade.
2. Business is in the midst of an executive shortage and is forced to use the executive talent it has to the fullest possible extent. Good appraisal helps a firm find the best available man to fill a position and enables him to work more effectively.
3. The increase of competition has caused short management to re-examine the methods used to judge

the quality of their executive personnel. The importance of expert selection is illustrated by the experience of one large manufacturing firm which appointed three executives in six years, which were found, the third, who had been passed over for the job, twice have been promoted. The sales office has since realized the value of selection and sharply increased its

volume. The problem of selecting the right man for each job is always complex. However, a careful study of the records of all three men would have shown clearly the superior record of the third candidate. Yet the firm's decision to ignore these facts and rely on his personal opinion rather than on what the men had accomplished.

The firm's bankers say the failure of his judgment set the company back five years. "No business can afford to make such errors. Also drawing increased business, the incentive bonus, properly used, is one of the most powerful means of motivating executive performance."

Kenneth F. Magee, partner in Touche Niven, Bailey and Smart, a nationwide firm of certified public accountants, says that his firm has four times as many ratings from clients as it had five years ago. This increase is due to the fact that the firm is especially true of deferred compensation.

The effectiveness of bonus systems in developing profit-oriented executives has been dramatically demonstrated by the net income figures of such firms as General Motors and the Ford.

Until very recently, management was locked on bonus mainly as a control means of providing incentive for executives. This compensation for executives, usually resulted in profit-sharing

plans, with bonus payments made in direct proportion to salary. When this is done, the best performers are not adequately rewarded and the poor ones get more than they deserve. Incentive in incentive systems has made it easier to calculate bonus on the basis of actual accomplishments.

Some firms have initiated their executive appraisal systems mainly with an eye on bonus calculation. Others have originated them to improve their executive selection and training.

Where appraisal information is used to calculate bonus, the stress tends to be on performance. Incentive for executive development, personal characteristics, potential and long term accomplishments are also considered.

Some specialists maintain that the two systems diverge. Richard M. Page, of Crump, McConick and Page, management consultants, says, "We judge a man on his long-term contribution. In our firm we use the same system for bonus calculation and executive development."

"We rate our men on all the personal characteristics that bear on the job—judgment, intelligence, integrity and other intangibles that affect potential."

Other specialists contend that bonus appraisal and executive appraisal must be handled separately. Mr. Page agrees that when you make this area there is a good decision.

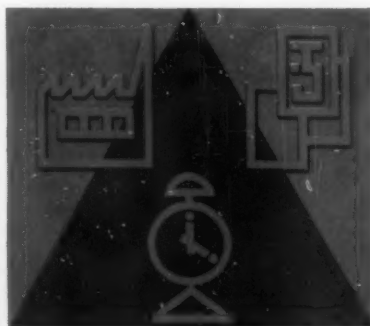
"A good many companies approach appraisal from their own point of view," says Robert S. McKim, a management consultant. "The first analysis one can't get information on how well a person is performing, is essential to the

NATION'S BUSINESS

279 business firms request 4285 reprints of "9 ways to measure your managers" from

Hiring tips  
you  
can use

**HIRING TIPS YOU CAN USE** . . . Three personnel experts, Ray Davies, Marshall J. Diebold, and Paul L. Moore tell you how to find good workers, how to hire them, how to keep them. An article of vital value to businessmen in today's starved labor and executive market. Read it, starting on page 48 in August Nation's Business.



**WHAT FUTURE EXECUTIVES MUST KNOW** . . . Tomorrow's managers will have their hands full. In this article, starting on page 34 of August Nation's Business, is the story of how University of Virginia's new Graduate School of Business (Charles C. Abbott, Dean) is preparing them. An article of vital interest to Nation's Business' big audience of business owners.



**HOW TO GET FACTS YOU NEED** . . . A 5-page article detailing eight guides for management action. Includes inside information on how Du Pont handles the problem, how United Air Lines has set up a dynamic reporting system with the aid of electronic machines. Article begins on page 78, August Nation's Business. Don't miss it.

# business



## Guides to executive appraisals

1. Be analytical
2. Get two or more opinions
3. Consider long-range contribution
4. Beware of pat formulas
5. Watch for booby traps in numerical scoring
6. Integrate rating results from different departments
7. Have a plan for recognizing accomplishment
8. Discuss appraisal with man being rated
9. Don't look for easy answers

# Nation's Business

## "9 WAYS TO MEASURE YOUR MANAGERS"

The July *Nation's Business* presented these guides for executives: (1) be analytical; (2) get two or more opinions; (3) consider long-range contribution; (4) beware of pat formulas; (5) watch out for booby traps in numerical scoring; (6) integrate rating results from different departments on a "bench mark" basis; (7) have a clear-cut plan for recognizing accomplishment; (8) discuss appraisal with man being rated; (9) don't look for easy answers.

Requests for reprints at 5c each (*not free*) began pouring in within days of issue date. Within three weeks, 279 business leaders had ordered a total of 4285 reprints, and the end is not in sight. Requests came from such outstanding companies as Aetna Life Insurance Co., Bay State Milling Co., Burroughs Manufacturing Co., Douglas Aircraft Co., Inc., Ethyl Corporation, General Electric Co., Liberty Mutual Insurance Co., Standard Oil Co., Inc. of N.J. and many others equally well known. Almost every major industry in the country was represented among those who purchased reprints.

This kind of helpful, *wanted* editorial fare is typical of every issue of *Nation's Business*. Every month thousands of our subscribers order and pay for thousands of reprints of *Nation's Business* articles. Last year 3303 businessmen bought a total of 680,447 reprints! This year we expect to exceed those figures by a wide margin.

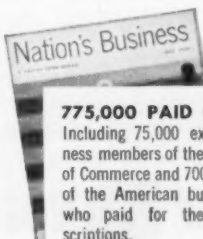
It is editorial usefulness that makes *Nation's Business* so well read and so highly respected, even to the advertising pages—as many a long-time *Nation's Business* advertiser can tell you.

Of the 775,000 *Nation's Business* subscribers, a whopping 550,000 are the men who actually *own* American business. They are owners, partners and presidents of manufacturing firms, banks, retail and wholesale establishments. Nationwide, they encompass every type of business. Their geographic distribution is sure to fit your market, for *Nation's Business* circulation parallels population—with more than 250,000 copies going to cities of 50,000 population or over and more than 500,000 to cities and towns under 50,000.

And because *Nation's Business* advertisers

get results, our total advertising for the first six months of this year was up 23%.

Reprints of "9 ways to measure your managers" are available on request.



## 775,000 PAID CIRCULATION

Including 75,000 executives of business members of the National Chamber of Commerce and 700,000 other leaders of the American business community who paid for their personal subscriptions.

## ADVERTISING HEADQUARTERS:

711 THIRD AVENUE, NEW YORK 17, N. Y.

WASHINGTON • CHICAGO • PHILADELPHIA • DETROIT  
CLEVELAND • LOS ANGELES • SAN FRANCISCO





## "We Prize PENNSYLVANIA FARMER,"

Says Henry K. Miller, Lebanon County, Pennsylvania

Four out of five Pennsylvania farm families put PENNSYLVANIA FARMER at the top of their reading list. They agree it's the most complete and practical magazine for their method of farming, for the crops they grow. Further, it's the finest source of news about neighborhood and county farm activities.

When it comes to high, *steady*, year-after-year farm income, put Pennsylvania among the winners, too. It's a top-third state. Wise and extensive diversification gives Pennsylvania farmers something to market *every* month, right around the calendar. This means *steady*

*buying, big buying* all year long!

On every point PENNSYLVANIA FARMER is the champion medium for *selling* the goods you offer. It's roto-gravure printed and published twice monthly, giving you the added advantages of marketing speed and economy. No costly plates to furnish.

Two other *steady, high-income* farm areas can be reached through THE OHIO FARMER and MICHIGAN FARMER. It will pay you to get the full story on all three. Write 1010 Rockwell Avenue, Cleveland 14, Ohio.

# PENNSYLVANIA FARMER

Harrisburg, Pennsylvania

THE OHIO FARMER, Cleveland, Ohio

MICHIGAN FARMER, East Lansing, Michigan

SALES MANAGEMENT



and an astute promotion man, too. But like all presidents, he knows that it is the meshing of all talents which makes a company grow and prosper.

We sit in many meetings with sales executives and quite frequently with sales executives and their salesmen. It is customary for sales executives to salute each other and their men as the most important people in the country because they bring in the orders upon which our business life is based. But we wonder sometimes if we in selling don't overstress our own importance.

We applaud Schenley's gentle reminder: "Lest we forget, this man runs the company, too."

## Operation Bedroom

It takes more than a serious accident, a hospital bed and a full cast to keep salesman Paul Bell away from his job.

Bell, an account salesman at Fairmont Foods Company's Lawton, Okla., branch, was injured in an auto accident more than a year ago. Compound fractures in his upper right leg failed to heal properly after months in the hospital, and he was sent home in a heavy cast that immobilizes most of his body.

Faced with the prospect of six months more in a hospital bed at his home, Bell talked with Fairmont Branch Sales Manager Howard Freeman about taking over his route again—this time by telephone.

Bell's dealers were contacted and agreed to cooperate. An extra telephone, a direct line from Bell's bedside to the branch office, was installed; sales slips, order blanks and record books were brought to his room.

Each dealer has an order pad which serves as a check list. Bell calls them daily and turns the orders over to the branch office to be filled and delivered. He keeps his dealers informed of all new items and specials. Figures for a recent four-week period show that sales on Bell's route have increased 19½% over the same period last year!

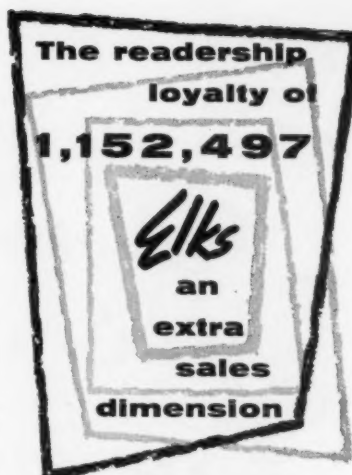
Bell often works "after hours," keeping his own records of total sales and activities. "But," he told a Lawton newspaper reporter recently, "I usually manage to get Saturday evenings off to watch ball games on television."

Operation Bedroom may be about over for Paul Bell. After more than 20 weeks of selling by phone, doctors have told Paul they may be able to remove the cast in September.

## A Long-Suffering Boss

No doubt many of us who have followed the fabulous Alexander Botts, Earthworm tractor salesman, in *The Saturday Evening Post*, would have fired him long ago if we were his boss. No doubt, on second thought, we would not have fired him. No doubt there is an Alexander Botts in every sales organization, and we realize he is a challenge to our talent for being his boss.

But William Hazlett Upson, Bott's creator, in a talk before the Point-of-Purchase Advertising Institute says it for all of us: "What a wonderful man he is, he is the sort of person I would want to be . . . he doesn't have admittedly too much judgment, he is always getting into trouble but so what, he knows how to get out. He knows people . . . with the product, he is enthusiastic about it and he knows as much as he could make out of it, but he is not a mechanic, he is not a man who really knows everything about the product, he just knows about the product in relation with people. He has sincerity, courage . . . a long-suffering boss, who will take this stuff because the guy is going good and he is of course able to get out of a hole."



Every Elk is vitally interested in the Order. Every Elk owns a piece of The Elks Magazine. The result is loyalty you'll not find in most magazines . . . a stabilized audience unmatched by newsstand-sold publications. Moreover, the 1,152,497 Elks (Dec. 31, 1955 ABC) possess incomes far above the national average.



## Planned to Fit!



... to fit the palm of your hand and into your pocket...planned to fit your budget...planned to fit your sales picture. Canny GE designers selected this Sloves-crafted visual and thus insured motor sales!

To fit your special requirements Sloves offers unparalleled facilities and experience. Ask to see proof. Call or Write Dept. SM-9

**SLOVES**  
MECHANICAL BINDING CO. INC.  
601 W. 26th ST., NEW YORK 1, AL 5-2552

# ***Here's the score at the half-way mark...***

The Los Angeles Times, leading newspaper in the nation in advertising, news and feature content for the year 1955, continues in the Number One position in 1956. During the first six months of this year, The Times published 32,852,100 lines of advertising—the greatest advertising volume in its 75-year history—a gain of 4,394,143 lines over the same period of a year ago.

In its own field—Los Angeles—Times leadership extends into every major classification. The Times is by far and away the preferred medium in Display, General, Retail, Department Store, Automotive and Classified advertising.

Significantly, in two classifications in which immediate advertising results are easily measured—Department Store and Classified advertising—The Times during the first six months of 1956 published more advertising than all other Los Angeles metropolitan newspapers combined.

Leadership is based on results; and in the case of The Times in Los Angeles, results are based on several factors: the largest daily, Sunday and home delivered circulation in Southern California and the confidence and respect of readers based on seventy-five years of service to the West's largest and fastest-growing community.



**LOS ANGELES**

*Times*

NATIONALLY REPRESENTED BY CRESMER AND WOODWARD, NEW YORK, CHICAGO, DETROIT, ATLANTA, SAN FRANCISCO

## TOTAL ADVERTISING

## MEDIA RECORDS

of the First Fifty  
As measured by Media Records, Inc.

## NEWSPAPERS

FIRST SIX MONTHS - 1956

	Lines
1. Los Angeles Times (M & S)	32,852,100
2. Milwaukee Journal (E & S)	28,760,949
3. Miami Herald (M & S)	28,138,233
4. Chicago Tribune (M & S)	27,743,884
5. New York Times (M & S)	27,558,426
6. Cleveland Plain Dealer (M & S)	24,613,689
7. Washington Star (E & S)	22,629,984
8. Houston Chronicle (E & S)	22,130,116
9. Detroit News (E & S)	21,769,263
10. Baltimore Sun (E & S)	21,506,752
11. St. Louis Post-Dispatch (E & S)	20,291,923
12. Philadelphia Inquirer (M & S)	19,949,323
13. Minneapolis Star & Tribune (E & S)	19,857,410
14. Cincinnati Enquirer (M & S)	19,729,025
15. New Orleans Times-Picayune & States (M & S)	19,601,577
16. Akron Beacon-Journal (E & S)	19,439,372
17. Washington Post & Times-Herald (M & S)	19,389,197
18. Dallas Times-Herald (E & S)	18,642,798
19. New York News (M & S)	18,304,677
20. Atlanta Journal & Constitution (E & S)	18,097,677
21. Los Angeles Examiner (M & S)	18,097,532
22. Toronto Star (E)	17,693,942
23. Columbus Dispatch (E & S)	17,600,755
24. Newark News (E & S)	17,460,903
25. Denver Post (E & S)	17,163,665
26. Dayton News (E & S)	17,152,987
27. Dallas News (M & S)	16,935,173
28. Toledo Blade (E & S)	16,788,878
29. Philadelphia Bulletin (E & S)	16,729,635
30. Pittsburgh Press (E & S)	16,631,624
31. Cleveland Press (E)	
32. Memphis Commercial Appeal (M & S)	
33. San Francisco Examiner (M & S)	
34. Indianapolis Star (M & S)	
35. Houston Post (E & S)	

MEDIA RECORDS



*Salesman calls ahead for appointment*



*... is welcomed without waiting*

## Telephone call helps close \$9000 sale

Here's how it happened, as told by the sales manager of the Geo. S. Thomson Co., industrial supplier of Phoenix, Arizona:

"First thing one morning, one of our salesmen called a customer in another city to ask for an appointment. It was a good thing he called, for the customer was about to leave town for several weeks. The salesman left that morning, saw his customer that same afternoon, and closed a \$9000 sale.

"In this case the call cost \$1.55. And in every case we find that calling ahead for appointments pays for itself many times over."

• • • • •

Whatever you make or sell, you can prove to yourself that the planned use of the telephone pays off in profits. We'd like to give you some specific suggestions how. Just call your Bell Telephone Business Office.

BELL TELEPHONE SYSTEM



### LONG DISTANCE RATES ARE LOW

*Here are some examples:*

Baltimore to Philadelphia	. 55¢
Cleveland to Pittsburgh	. 60¢
Dallas to St. Louis	. \$1.35
Phoenix to San Francisco	. \$1.40
Los Angeles to Washington, D.C.	. \$2.50

*These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.*

Call by Number.  
It's Twice as Fast.



## LETTERS TO THE EDITORS

### Creative Selling Is Not Monkey Business!

#### The New Yorker Is Baffled

EDITOR, SALES MANAGEMENT:

We are baffled by your "Letter to the Editor" captioned "Red Face" which appears in your August 3 issue (p. 15) about *The New Yorker*. Mr. J. H. Harvey, Moline district sales manager, The Standard Register Co., Dayton, quotes our advertisement which appeared in your June 15 issue which reads in part: "So far in 1955-56, 32 books have already been published, all or part of which first appeared in *The New Yorker*." And Mr. Harvey "wonders if *The New Yorker* meant purposely to make such a misleading statement."

Attached please find a list of 296 books by *New Yorker* authors dated March 9, 1956. You will find that we have checked the 32 books which were published in 1955-56, and all or part of each of these books first appeared in *The New Yorker*. . . .

Perhaps Mr. Harvey simply didn't understand the meaning of our statement in the advertisement. In any case, the statement is based on fact not fiction, and we wonder why Mr. Harvey felt it was "misleading."

Phil Ewald

Promotion Director  
*The New Yorker*  
New York, N. Y.

► We can't figure out why Mr. Harvey found *The New Yorker* statement misleading. Mr. Ewald documents his letter by sending a list of 296 books written by *New Yorker* authors, 32 of which appeared in 1955-56, running the alphabetical gamut from "Grandfather Stories" by Samuel Hopkins Adams to "Red, Black, Blond & Olive" by Edmund Wilson. Note to Mr. Harvey: Never underestimate the power of *New Yorker* authors.

#### 'Barricaded Bigwig' Has Achilles Heel

EDITOR, SALES MANAGEMENT:

Hats off to Milt Blackwood! ("The Prospect Behind the Barricaded Door," p. 62, Aug. 3).

Even though there just might be some "gimmick" involved in the approach, it is still possible for him to maintain Hopkins Adams and self-respect with a customer.

As Milt Blackwood has found, so too will any salesman who uses cre-

ative personal selling habits. The biggest, hardest-to-see guys in business will open the door to any good salesman who takes the time to really prepare for a presentation.

It's the boys in the field who grumble and growl about the closed door and do nothing to ghost through it that hurt the profession of selling. They are generally the ones who go about telling how tough the business world treats *salesmen*—and they call themselves salesmen.

Every barricaded bigwig has an Achilles heel . . . the good salesman shoots for it.

Creative selling is not Monkey Business. It's the guarantee of economic stability for the man in the field.

Selling is a profession!

R. T. Morris

Sales Manager  
National Publishers, Inc.  
Detroit, Mich.

#### No Respect for 'Docile' Contact Ability

. . . Here is a reply to your request for reaction to William J. Tobin's article concerning the sales contacts by Mr. Blackwood as they were expressed in SALES MANAGEMENT's issue of Aug. 3.

My reaction is probably similar to the same impressions which I am sure were made on the prospects Mr. Blackwood contacted.

You might call his contacts "trick" approaches and I have always agreed that this type of salesmanship is aside from the real meaning of Professional Salesmanship.

While I would not approve of "trick" sales contacts I must say that I have greater admiration for some of Blackwood's contacts than I have for some of our so-called salesmen whose contact ability remains so docile that new "tricks" are needed.

Many of our prospects will truly admire real Professional Salesmanship to the extent that clever approaches short of the contact by "trick" methods will produce more sales because the Professional Salesman will be considered worthy of the prospect's order.

Robert G. Mihan

Merchandising Consultant  
Willoughby, O.

(continued on page 17)



## 3782 DRIVE-IN THEATRES PLUS 1448 FIRST-RUN INDOOR THEATRES

This is the Theatre Screen Advertising package recently purchased from MPA-New Orleans by a national advertiser for a special announcement produced on dramatic NATURAL COLOR Eastman film. This commercial will appear seven days a week in America's "cream-of-the-crop" motion picture theatres, reaching a captive audience of approximately 45 million people a week during the weeks that lie ahead. About 30 million of this captive audience will be between the ages of fifteen and forty-four, the *spending years*.

This advertiser's one minute natural color film commercial will be shown in most theatres with no more than three non-competitive advertisers.

### MPA gives you...

1. PROTECTION AGAINST COMPETITIVE ADVERTISING. Only one advertiser for each product classification in theatres selected.
2. MINIMUM COMPETITION FOR ATTENTION. There is a limit of 3 to 5 non-competing advertisers in a theatre for a full week.
3. FLEXIBILITY. You can use as little as one theatre a week or as many as 16,000 theatres a week.
4. DRAMATIC USE OF COLOR. Made-to-order Eastman color films can be produced in our modern air-conditioned studios, or in a studio of your choice.
5. COVERAGE. A yearly cumulative audience that equals 90% of the persons in a community over 15 years of age who are mentally and physically able to attend theatres.

More information furnished on request

## MOTION PICTURE ADVERTISING SERVICE CO., INC.

1032 Carondelet St.  
New Orleans, La.

70 E. 45th St.  
New York, N. Y.



# Important New Selling Approach...

## "Packaged Living"



Today's cook makes up wonderful menus, just browsing among the packages on her pantry and freezer shelves. Ever stop to think?...

### We live more and more out of packages

Just look at the wonderful choice your modern market affords, in packages. And look at the role aluminum packaging plays... for frozen foods of all kinds, from cocktail canapes to complete dinners... for dehydrated "mixes" that make delicious soups, cakes and desserts... for prepared biscuits, dried fruits, etc., etc.

Aluminum speeds the trend to "packaged living" because it does a better job. Rolled into foil, it still is a sheet of solid metal that protects against moisture, air, light and odors. And it's also highly heat-conductive; speeds freezing and cooking.

These properties are the basis of Reynolds Wrap Aluminum Packaging in all its forms... inner bags for sugared cereals, color-printed wraps for cookies, special wraps for butter and margarine.

For protected quality in more and more products, look for the gleam of aluminum... and for the Reynolds Wrap Aluminum Packaging Seal.

See "Frontier", Sundays, NBC-TV Network, Starting Sept. 23, see Reynolds' great new series "Circus Boy".



**NEW!**  
Aluminum dispenser for Reynolds Wrap. \$1.25 value only 50¢ with Reynolds Wrap Aluminum Packaging seal now on billions of packages including Reynolds Wrap boxes. Cut one out; send with 50¢ to Box 363, Milwaukee, Wis. Offer limited to U.S.



**The Seal that Most Women Know... and Knowing Women Look for!**

In a recent, authoritative 44-city survey, 7 out of 10 women could identify this Seal... and 59.2% of these women preferred products carrying it. This is the result of continuing promotion by full-page, four-color national magazine advertising, network TV and striking point-of-sale displays... plus the ever-growing parade of Seal-bearing packages, now nearly 3 billion a year!



### Take Full Advantage of it with the Reynolds Wrap Aluminum Packaging Seal

The recognition of Packaged Goods as part of today's streamlined, convenient way of life helps you to sell your packaged products.

Reynolds launches this powerful psychological approach to America's largest and reading-est audience (36,000,000) in September "Reader's Digest".

Study this ad for the good it can do you. And remember, you get the most out of this approach if you feature your packaging with utmost effect. "Utmost effect" means superior foil packaging identified by its best established symbol: the Reynolds Wrap Aluminum Packaging Seal.

For full information, call the nearest Reynolds sales office (all principal cities). Or write to Reynolds Metals Company, General Sales Office, Louisville 1, Kentucky.

See "FRONTIER", Sundays, NBC-TV Network, Starting Sunday, Sept. 23, see Reynolds' great new series "CIRCUS BOY"—same time and station.

## LETTERS

### 'Purely Creative'

... Why there should be any doubt about Milt Blackwood's sales techniques is puzzling. His technique does not seem to be tricky at all, but purely creative.

Many articles in your fine publication decry the lack of imaginative and creative selling in the marketing of many of today's products. Mr. Blackwood seems to be either a great exponent of creative selling or a throwback to the days when creative selling was so highly valued and so profitable. Of far greater importance is the fact that Mr. Blackwood achieved the ultimate aim of his job which was to get the order. It seems to me that if we had more of the kind of selling as illustrated in the article we would hear less of overproduction and underdistribution.

Murray M. Spitzer

Sales Development Director  
Maxwell Sackheim & Co., Inc.  
New York, N. Y.

### 'My tricks will get me in'

... Those tricks of Brother Blackwood ... are OK for Mr. Blackwood. He can make them work.

But as we know, every man is an individual. A trick one can work with a prospect may fall flat when I try it. But my tricks will get me in.

From working with salesmen, calling customers, trying to teach orderly procedure, I'm convinced you can't teach a man to try what he feels is tricks. I feel the success of Mr. B's tricks is that they are his. He thought them up and he can get by with them where another might get thrown out on his ear.

One of my associates, a salesman, had a talk he made to service clubs on selling. In the talk to get laughs he demonstrated a number of tricks. I asked him, "Do you think selling is a trick?" He said, "No, it's hard work." I then asked why he went out before these clubs and showed them that selling was a bag of tricks. He hadn't realized he was doing that at all. He changed his talk and while he still demonstrated the tricks and got his laughs, he did not make the whole procedure sound like monkey business.

So, I'd say,

Your tricks, if they work, are good for you,

# Now 513,275

## Population in ABC PROVIDENCE

The ABC Providence area is now rated in the over-500,000 group, with a population of 513,275—an increase of over 50,000 since the 1950 census.

This compact, isolated city-state region is one of America's best test markets, and it's dominated by The Providence Journal-Bulletin, the strongest selling force in New England's second largest market.

Get your share of the \$1,411,155,000 effective buying income of the 833,000 people in this closely-knit, firmly-established market by using their favorite newspaper—The Providence Journal-Bulletin.

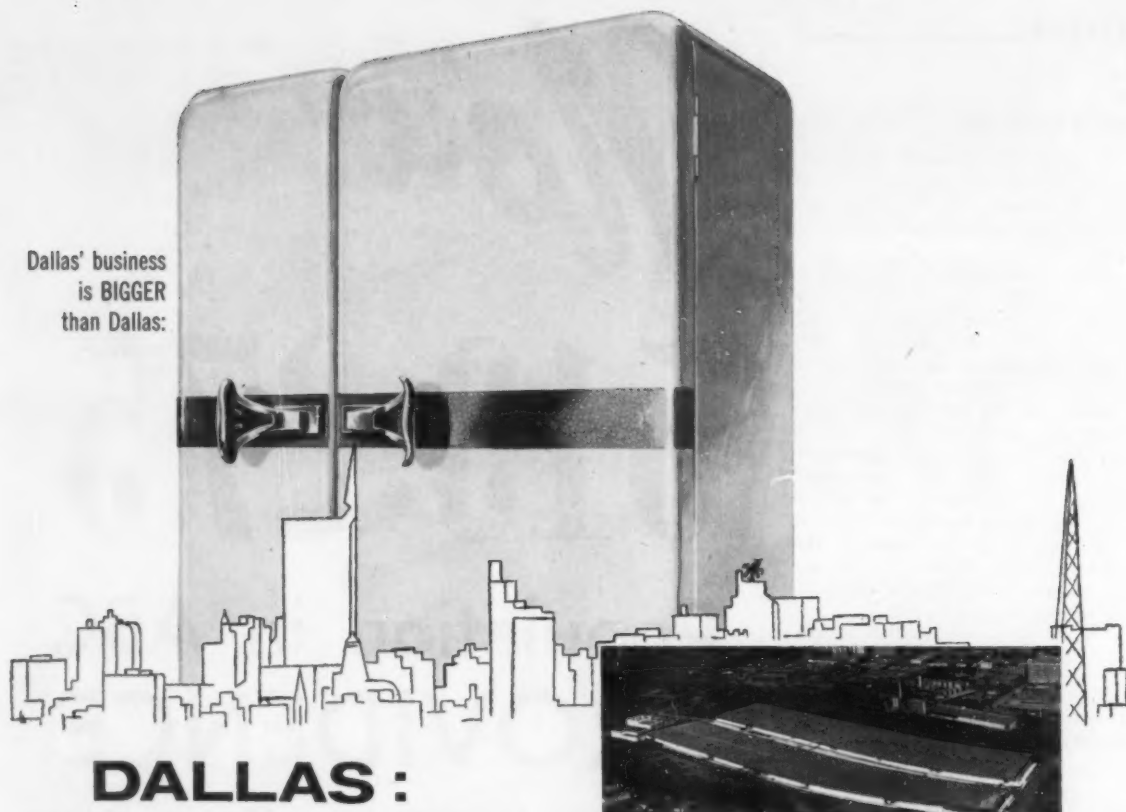
**Combined daily circulation, over 200,000—more than 100% coverage of ABC Providence and over 80% in the city-state market. Providence Sunday Journal, more than 185,000.**

Statistics from ABC and Survey of Buying Power 1956

## PROVIDENCE Journal-Bulletin

**Represented Nationally by Ward-Griffith Co., Inc.**  
NEW YORK—BOSTON—CHICAGO—DETROIT—SAN FRANCISCO  
PHILADELPHIA—ATLANTA—CHARLOTTE, N. C.—PORTLAND, ORE.

Dallas' business  
is **BIGGER**  
than Dallas:



## **DALLAS : Home of the world's largest refrigerator !**

The cold storage space in the giant Alford Refrigerated Warehouse equals a million average home refrigerators!

**D**ALLAS is the major distributing point of the Southwest. Distribution and related industries are the core of the market's economy. Dallas has one-fourth of Texas' total warehouse space and the largest number of "planned" industrial districts in the nation, the most recent of which covers 5,000 acres. Its three-billion-dollar wholesale trade exceeds that of any other city in the Southwest, and ranks 11th in the U.S. in employment.

Dallas does not live by Dallas alone. In retail selling, as well as wholesale, Dallas leans heavily on its out-of-town customers. The Dallas purchases of North Texans account for one-third of Dallas'

retail sales and enable Dallas to rank first among the billion-dollar metropolitan markets in average sales per family.

To boost your sales in Dallas, place your advertising in *The Dallas Morning News* . . . and get the fuller response from both Dallas and Dallas-buying North Texas that only *The News*' 22.6 per cent larger circulation and greater, more selective coverage afford.

For additional information on Dallas, the *Dallas Market* and *The Dallas Morning News*, contact our nearest representative—or inquire of our research department direct through the Advertising Director.

**ONLY THE DALLAS NEWS  
COVERS THE  
BIGGER DALLAS MARKET**

## **The Dallas Morning News**

**TEXAS' LARGEST DAILY NEWSPAPER:  
CIRCULATION 212,708** (ABC Publisher's Statement; March 31, 1956)

Member, Metro Sunday Comics Network

CRESMER & WOODWARD, INC., National Representative • New York • Chicago • Detroit • Los Angeles • San Francisco • Atlanta

SALES MANAGEMENT

## LETTERS

My tricks, if they work, are  
good for me,  
But don't try to teach them to  
Joe.

Ed J. Hegarty

Electric Appliance Division  
Westinghouse Electric Corp.  
Mansfield, O.

### 'To Err Is Human ...'

EDITOR, SALES MANAGEMENT:

Re article by James M. Vicary  
("How to Think about a Brand  
Name for a New Product," p. 34,  
Aug. 3), whose face is red? His or  
the proofreader's *must* be. First, it's  
GLEEM (not GLEAM). Second, it's  
"hearsay" not "heresay" nor even  
heresy (I hope). Third, Lee of Con-  
shohocken Tires is correct. But why  
go on? Election-year madness? Haste?

W. S. Penn, Jr.

North Hollywood, Cal.

### Lest We Forget

EDITOR, SALES MANAGEMENT:

While Mr. Robert Zinn, vice-  
president of sales, The Standard  
Register Co., ("Dividends We're  
Finding in a New Setup for Middle  
Management," p. 25, July 6) was  
revising his chart, pp. 26 and 27, I  
have a hunch that he would have con-  
tributed to their dividends by insert-  
ing "Customers" just above "Presi-  
dent" on the Flow of Authority Chart  
on p. 27. We have found that it paid,  
as did that posting of a sign in each  
office and manufacturing area stating,  
"This Building Built by and for Our  
Customers."

F. E. Schuchman

President  
Homestead Valve Mfg. Co.  
Corapolis, Pa.

### Pool Promotion

EDITOR, SALES MANAGEMENT:


Enjoyed so much your article on  
swimming pools ("Soon—a Swim-  
ming Pool in Each Yard?" p. 38,  
July 20) ... except. ...

We were awfully sorry you didn't  
mention July *Cosmopolitan's* special  
feature on this subject which some  
manufacturers have regarded as one  
of the most directly influential ones  
appearing so far.

William S. Campbell

Advertising Manager  
*Cosmopolitan*  
New York, N. Y.

SEPTEMBER 7, 1956



how much **free**  
advertising  
are you  
getting?

It happens every day—all over the country in widely scattered news-  
papers. A dealer decides to advertise your brand without benefit of co-op  
contract ... a manufacturer advertises and without your knowledge tells  
the reader that he uses your "brand name" product in the fabricated  
item he offers. This is FREE advertising, and you should know about it.

Then, you can budget your paid space to better advantage. These  
ACB services can tell you what you are getting.

#### RETAIL STORE REPORTS



Provide accurate check-  
up of dealer tie-in ad-  
vertising covering your own  
and/or competitive ac-  
counts. A widely-used  
service for determining  
sales policy and directing  
salesmen's efforts. Reports can show lineage;  
cost of space; city; publication; sales terri-  
tory; dealer name; product and price ad-  
vertised; mats used; totals and percentages.

tear sheets are complete pages and show  
position, full headline information, etc.

#### BRAND MENTIONS



ACB's Research  
Service that serves the  
large group of manu-  
facturers and others  
whose trade names are  
promoted to the con-  
sumer as part of the

advertising of other concerns. Widely used  
by producers of "name brand" fabrics;  
publishers; and many manufacturers in  
hard-goods lines.

#### TEAR SHEET SERVICE



Tear sheets are the basis  
of all research in news-  
paper advertising. ACB  
can furnish tear sheets  
containing advertising of  
any specified dealer or  
national advertising. ACB

#### ADDITIONAL SERVICES

11 additional services are available. De-  
scribed in ACB Catalog sent free on request,  
or contact nearest ACB office.



**The Advertising Checking Bureau, Inc.**

New York (14) 79 Madison Ave. • Chicago (3) 18 S. Michigan Ave. • Columbus (15)  
20 South Third St. • Memphis (3) 161 Jefferson Ave. • San Francisco (5) 51 First St.

ACB READS EVERY ADVERTISEMENT IN EVERY DAILY NEWSPAPER





## How to make your advertising reach Industrial

*As industry places more and more emphasis on the purchasing function, the Purchasing Agent becomes an increasingly vital figure in your sales picture.*



- He is the ONE man always in the buying decision—
- He is the ONE executive your salesmen call on most—
- He ALWAYS reads PURCHASING MAGAZINE—the ONE publication most useful to him—

**because ...**



PURCHASING Magazine is the ONLY national publication edited specifically for industrial P. A.s. Each year, PURCHASING runs more than 1,200 editorial pages devoted to subjects of vital concern to the P. A. in the operation of his department. Informative articles are edited by a team of experienced purchasing experts who are recognized as authorities on purchasing problems. As a result, PURCHASING's coverage, penetration and influence with purchasing agents is unparalleled.

## deliver your product story to the purchasing



# Purchasing Agents



## EXCELLENT PENETRATION OF METALWORKING MARKET

In an extensive readership survey made in the metalworking industry—among 983 industrial publications mentioned—PURCHASING Magazine ranked third in "total mentions"...first in "mentions by P. A.s"...and received highest "most useful" vote—convincing proof of PURCHASING's importance among those who buy and specify in *all* industry.



## HIGH RENEWAL RATE — 82.5% — OBTAINED THROUGH EDITORIAL SERVICE

PURCHASING Magazine gives you the greatest available coverage of industrial purchasing agents. To keep the subscription list cleanly pointed at *active* purchasing agents only, subscriptions are sold on a one year basis ...100% by mail...no canvassers...no special offers...no group sales ...no association subscriptions.

## BUYING PATTERN STUDY ASSURES MAXIMUM INDUSTRIAL COVERAGE

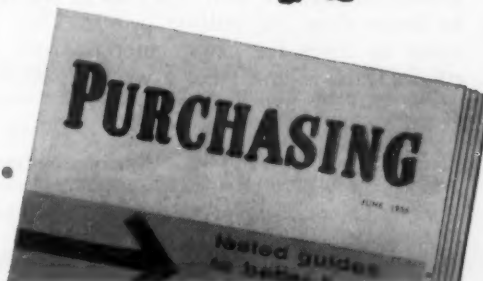
PURCHASING Magazine conducts a continuing company-by-company study of buying patterns through the entire industrial field. This buying pattern study enables PURCHASING to keep abreast of 1) the growth of industry with a resulting increase in plant units, 2) the growth of autonomous buying power due to plant decentralization, and 3) the need for even deeper penetration in large purchasing departments.



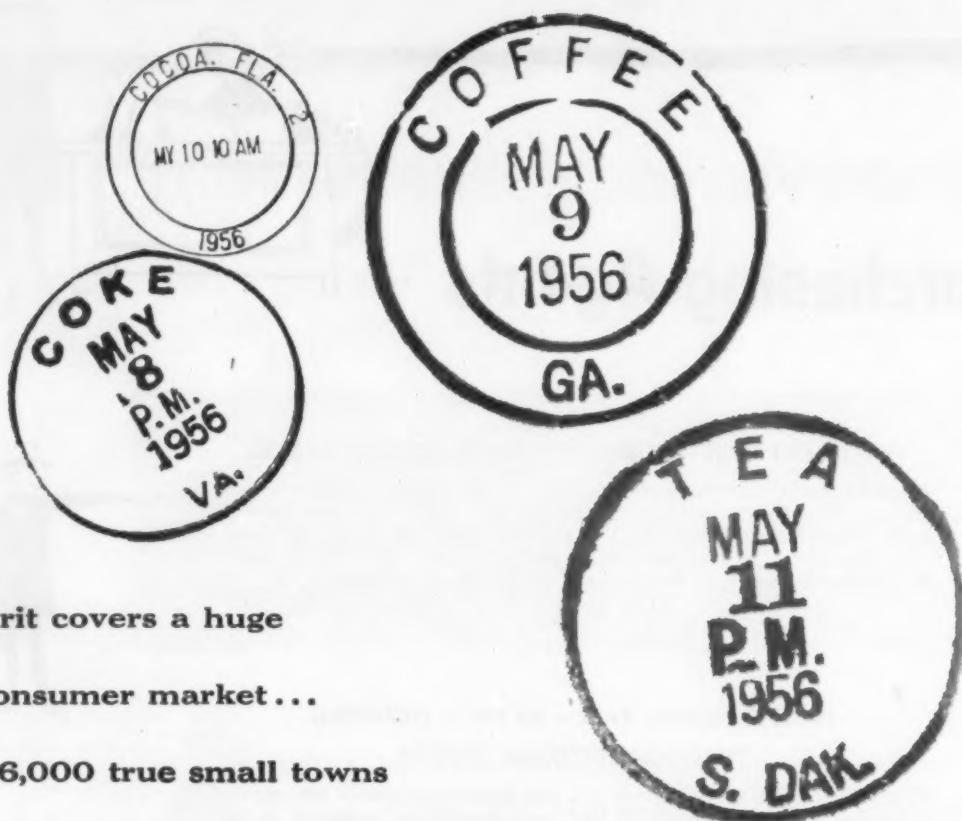
## agent through the pages of...

*A basic magazine on every industrial advertising schedule*

A Conover-Mast Publication — 205 East 42nd Street, New York 17, N. Y.



All postmarks are actual reproductions. Post offices mentioned in the text really exist.



**Grit covers a huge  
consumer market ...**

**16,000 true small towns**

Let's lift a Toast (N.C.) to the world beyond the big cities—an ulcerless world with a Pleasant View (Colo., Ky., Tenn.).

Grit is favorite reading matter in 16,000 of this world's small towns. They greet no 8:15, for they're far beyond the commuter's orbit. They're solid, substantial places where everybody knows you and probably knew your grandfather too.

Here is a world which frantic merchandisers haven't penetrated. Where cut-price sales are still very special events. Where, through sound advertising, you can build a consumer franchise that will bring you consistent year-after-year rewards.

The problem is where to advertise. And the answer is Grit. For Grit is a kind of modern bible to better than 3¾ million people. They read it cover to cover for news, entertainment, fiction, comics, how-to-do-it. For a weekly sermon and a

checker problem. And for buying guidance.

No other national publication approaches the circulation concentration of Grit in towns of 2500 and less—an astonishing 58.56%. And no other national weekly comes close to its ratio of single-copy sales—a huge 89.64%.

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# SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

## HAVE CONSUMERS OVERBORROWED?

That's a question that marketers have been re-searching for many a month. The recent slumps in auto, housing and TV sales seem to indicate that the answer is yes. On the other hand, impressive sales gains among washers, driers, air conditioners and other instalment-sold products point up that many consumers are still ready and able to acquire more credit coupon books.

People are borrowing at a slower rate than they were last year, but new debts are still running ahead of repayments by a small margin. So, while product interest has shifted in some cases, instalment buying goes on at a high level.

**Personal debts**, the Federal Reserve Bulletin observes, are owed by 63% of all U. S. family units. About 9% owe on mortgages alone, another 17% have both mortgage and other debts; 37% owe non-mortgage debts only.

Leaving out the mortgage-only debtors, we come up with the not-so-alarming figure that the average U. S. family owes about \$700 on instalments. Averages, of course, don't tell the whole story. There's more debt per family among spending units with incomes between \$3,000 and \$7,500. The greater part of this debt, as you might suppose, is on automobiles, both new and used.

**New car sales**, which were on the skids this spring, have picked up remarkably well. Inventories have been reduced to the point where dealers are ready and enthusiastic for the new 1957 models to make their appearance. They expect selling to be brisk from now on and their worry of a few months ago—that consumers were overloaded with auto credit paper—seems to have vanished.

**Some doubt exists** in the mind of at least one observer. In a recent report the Research Institute of

America viewed the auto market this way: "Car sales to cash buyers will zoom ahead in the fourth quarter. By spring, however, there will be trouble because credit buyers, who take two-thirds of the cars produced, are saddled with an unprecedented backlog of instalment debt."

The RIA may be right, but according to the Federal Reserve only one out of five families has any car debt. That would appear to leave a sizable portion of the population for auto dealers to work with. Also, a surprisingly large number of consumers don't care to get out of debt and they readily and frequently will buy a new car with payments still due on the old one.

**Worry about instalment debt** has been a topic of concern to marketers and economists for a few years now. Predictions of catastrophe in this area have failed to materialize, pointing up the possibility that the individual family head is perhaps a better money manager than he is given credit for being.

**IF YOUR PRODUCT'S SLIPPING**, and losing its traditional share-of-market, you'll be interested in the following formula for recovery. It's a composite of the basic steps for rejuvenation used by makers of 29 different food brands who distinguished themselves by reversing long-term downward share-of-market trends. A. C. Nielsen Co., which made the study, found that among the techniques common to all 29 brands were these five:

1. **The problem was recognized** and management was convinced or persuaded that something should be done about it.

2. **The product was updated** after market and product research showed what features the consumer really wanted. In most cases this involved a change in product or packaging, which often meant match-

## Significant Trends (continued)

ing the product advantages of the successful competitors. In some cases, an entirely new product type was offered to meet consumer demands. In the most successful cases these changes also resulted in the addition of at least **one more product advantage than claimed by the leading competitors**. For most products particular attention was given to several key determining factors by which consumers judge the product . . . price, taste, color, performance.

**3. A marketing plan was developed** once it was known what was needed and several alternative ways were kept in mind to market the product.

**4. Plan was executed**, in virtually all cases, in more than one move: a new improved product or package, trade and consumer offers, new advertising themes or media, new sales techniques or methods, new pricing structures, new distributional channels, and so on. Each move added momentum to the arresting and reversing of the downward trend.

**5. Initiative was seized** at some point along this line of events, changing the battle from one of defense to one of offense. Companies then followed up their lead and turned back the trend.

**A COOL \$800 MILLION** will be spent on home and business air conditioning this year. The estimates, released at summer's end when the bulk of buying is over, indicate that room air conditioner sales will set a new record of 1.7 million units. Value: \$500 million. In addition, 200,000 complete air conditioning systems, worth \$300 million, are expected to be sold.

**How about fan sales?** Has the boom in air conditioning units cut into the traditional summer sales of electric fans?

On the contrary, General Electric Co. reports. A breezy \$280 million will be paid in 1956 for 7 million electric fans—a 10% gain over last year.

Fan makers and fan retailers state that air conditioning, instead of biting into fan sales, has increased them. People, they say, become accustomed to air conditioning in the factory or office. They want similar comfort at home and if the budget won't allow an air conditioning unit, they settle for a fan.

**COMPENSATION OF FIELD SALESMEN** by manufacturing companies increased an average of 3½% last year, according to an American Management Association survey. The study is based on earnings of more than 17,000 line sales personnel in nearly 200 companies between the spring of 1955 and the spring of 1956. Positions included were those of sales trainees, three grades of salesmen, sales supervisors, and district and regional sales managers.

There was considerable variance in compensation, depending on such factors as level of responsibility and the market served. However, more than three-fourths of the salesmen earned between \$5,000 and \$15,000 last year. At or near the bottom of this range are likely to be found salesmen in such categories as that of beginning salesman for a food company; the experienced salesman for a company that manufactures diesel locomotives is an example of the type ordinarily found at the top of the range.

**Incentive compensation**, in the form of bonuses and commissions, was received by salesmen in 77% of the companies surveyed. Base salaries are lower when bonuses and commissions are also paid, but salesmen on such incentives fare better in total compensation than do salesmen on salary only. Bonuses and commissions range from 10% of total compensation to 100% of total compensation, depending on the type of plan and the industry. About 10% of the companies pay straight commissions only. Such plans are most common in the consumer products field.

A combination of salary and bonus is the most popular. It is used by 36.5% of the companies.

**BASEBALL ATTENDANCE vs. TV.** The five-year controversy over television's effect on ball game gate receipts can now be presumed dead. This is the word from Television Age, whose earlier figures on the subject were presented in **Sales Management**, April 15, 1956. The National League, with a good three-way pennant race in progress, reports attendance totaling 13% higher than at this date last year. The American League, suffering a 4% attendance dip so far, attributes it solely to the fact that there is "no contest," with the Yankees so far in the lead.



# To Get the Best from People The Sales Chief Must Give His!

The sales employee wants to get peace of mind by feeling and believing he works for a good company . . . that his boss is fair . . . that he sells products of which he is proud . . . that his job is secure. Do you create this atmosphere?

BY A. E. STEVENS

Vice-President of Sales and Advertising, Minute Maid Corp.

"We are all born on this earth to be together—to give and to get." Most people think most or all of the time about *getting*. Some people think some of the time about giving. Most of us are a little schizophrenic in this sense.

To illustrate: A woman walking into a grocery store is thinking of *getting* the most and best she can for her money. She is also thinking about *giving* her family a good meal. She may be thinking, but not consciously, of the applause she will *get* if she *gives* her family a good meal, and the pleasure she will *get* from that assurance that she is a good homemaker.

Nearly every man wants to be well thought of. If he is not, he will seldom succeed in business and he knows it. A sharpened sense of responsibility to himself, and to his family, should force him to examine frequently what he should do to give his public the impression and understanding that he is able, alert, sincere, unselfish, honest, kind, fearless, considerate and looking out for the interest of others as well as himself.

The degree to which sales management uses this simple device of good public relations will reflect throughout the entire sales organization. Good personal public relations on the part of the sales executive generally stamps him as a good leader. To put it another way, one rarely finds a recognized leader who has not developed good personal public relations.

If sales management wants a good, strong sales organization that is loyal, alert, aggressive, with a fine morale and an esprit de corps, then it is the sales executive's responsibility to see that he practices good personal public relations at the top. His salesmen will learn far more from example than precept.

Let's assume you think you are pretty shrewd in sizing up your sales staff. They usually are polite in your presence, you know. But Verne Burnett, in his book "You and Your Public," asks a provocative question: "Do you know what they call you *behind your back*? If they merely say 'The Old Man,' you're probably doing all right. But have you ever

considered your nickname might be 'Old-Know-It-All,' or 'Old Fuddy-Duddy,' or 'Simon Legree?'"

Sales management's public relations responsibilities to the individual, then, start at the top in teaching the salesmen both by example and instruction how to put their best foot forward, to *all* the people *all* the time. In a narrower sense, what is the development of a good sales story and sales training but this?

The sales employee wants to *get* peace of mind by feeling and believing he works for a good company with good policies, that he has a good boss who is fair, that he sells products or services of which he can be proud, that his job is secure if he does good work, and that he can progress if he excels.

It is sales management's individual public relations responsibility to see that this salesman *gets* what he wants—that peace of mind which will come from sales management's assurances and actions.

The sales employee wants to *give* . . . or most do . . . as well as to *get*. He is eager to *give* expression of his

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## Ours Is a Constant Job of Interpreting People

In our profession of selling, we can privately enjoy the remark of one cynic who said that Americans aren't people . . . They're only sales outlets. But that doesn't mean we have to agree with him. As a matter of fact, that man is driving in reverse. Because the only thing in all this earth that really matters is people.

There are always sales quotas to meet . . . certain markets that need beefing up . . . new products to introduce . . . old ones to keep moving. But the success of all these

objectives lies primarily in people.

There are no joys or sorrows, good times or bad, no big corporations or little businesses, except in terms of people. And ours is a constant job of interpreting people, of conducting communications between them, and of helping to create a favorable atmosphere in which we can do business. If we *give* of our best to the people with whom we live and work, we will *get* the best in return.

## Orange Juice — Over The Top!

In the frozen food industry Ambrose E. Stevens (v-p in charge of sales and advertising, Minute Maid Corp.) is known as the guy who put frozen orange concentrate sales "over the top."

It was in 1947 that he joined Minute Maid as v-p in charge of sales. And Minute Maid was just getting into the frozen orange swim under its own name—although it had been the original processor of frozen concentrates. Stevens, the third generation of his family to find a career in the grocery field, is largely responsible for Minute Maid's staggering sales gross, last year, of \$106 million.

A Georgia product, he gives active rebuttal to the tired old cliché about "slow Southerners." He came north to college—Princeton—got into frozen food sales in '34 as assistant to the president, Birdseye Division, General Foods. He built up Birdseye's sales organization, literally from the ground.



opinions, ideas, creative suggestions or criticisms. Sales management's individual public relations responsibility is to provide a work environment, an atmosphere where the *giving* of this kind has the freest play consistent with good organization practice. *Giving* commendation when due and recognition when won is an essential part of good individual public relations.

There are a number of well developed and recognized techniques for the establishment and maintenance of public relations within the sales department. A few of the most important:

### The Who and Why

1. Reduce to writing a clear-cut picture of the sales organization. Nearly everybody is happier when he knows who is who and why.

2. Reduce to writing job descriptions. To work best, nearly everybody wants to know just what the boss expects of him, and how he fits in with others.

3. Set up quota systems. Nearly everybody wants to know when he is doing well. Most need little riding when the figures show a poor performance.

4. Set up a sales incentive system to reward plus-achievement with plus-rewards. Many times if a salesman does not respond to this urge, his wife will.

5. Set up a good two-way communications system. So much has been written and said on this subject that further elaboration here would add little new. However, no matter how old or seemingly effective your communications system seems to be, a

checkup on it occasionally can be revealing.

6. Set up a good reporting system. This may or may not be part of what you consider your communications. More frequently it is assigned the role of covering routine activity.

7. Set up a program for consultation, both for those who report directly to the sales executive and for consultation at all levels. It is essential that you train your primary and secondary management people to act as key communicators. For these people are part of management and, therefore, they should be adequately trained and kept thoroughly informed with respect to your policies so they in turn can answer questions from the rank and file.

These men can use their daily contacts with your employees to transfer the company information along the line to employees, and back along the line from employees to management.

There are two major fields of distortion in such a process; the first is implicit in a long line of communications through several layers of authority. Intervening supervision often unconsciously colors management directives in the light of its own views and temperaments, of its own previous experience. The result can be occasionally fantastic distortion of the original message.

So, while depending to some extent on your supervisors as your voice and ears down the line, don't make yourself too scarce. I try to know personally every man in the sales organization . . . to talk to him on a first-name basis. I know that if I *give* that man a smile and a word of encouragement once in awhile, he'll *give me* something in return. And

I'm not talking only about bigger sales. I'm talking about a happier salesman . . . a sales staff with high morale . . . and salesmen with respect for their company.

We are all born on this earth to be together—to give and to get. In discharging our sales management's public relations responsibilities to our own men—if we want to *get* the best out of them, we will *give* them the best we have.

Salespeople usually are more extrovert than other people, and extroverts are more conscious of relations with other individuals than most people. It is natural, then, that the sales executive should take leadership in top management circles in the discharge of his company's public relations responsibilities.

### Your Company Peers

Internally most companies of any size are organized on departmental lines, with responsibilities for sales operations, production, finance, traffic, research and law delegated to one or more top managers in these respective departments. The backgrounds of those selected are frequently specialized as required by the complex problems of modern business. But that doesn't mean that each department must operate independently of the other. . . .

A promotion-minded aquarium owner in Seattle once staged a boxing match between Tony Galento and an octopus named Elmer. Tony waded into the pool with two trained gloves against eight long tentacles each equipped with a glove. He dispatched his adversary from the deep in the first round and was awarded a tech-

nical knockout despite cries from Elmer's corner that Tony had delivered a couple of damaging blows below the water line. Galento didn't have a bruise on him . . . only a lot of water and a switch of seaweed. "That bum wasn't organized," he said after the encounter. "His four rights and four lefts were going every which-way, and mine worked together." A company with all departments working together is a company likely to succeed.

Most people, and therefore most departments of people, do not like what they do not understand. In this day of specialization and specialists it would be rare to find a production man or an accountant or a research chemist with a full understanding of sales problems, and vice versa. Much friction can and does result therefrom. How frequently do we observe production working skillfully and tirelessly to save a fraction of a cent per dozen in production cost while watching sales blithely spend five cents per dozen on some fandangled new promotion or some fancied advertising scheme?

### To Give and To Get

Yet production and sales were born on this earth to be together—to give, and to get.

This requires of sales management some positive attributes—patience, courage, persistence, and a keen understanding and appreciation of the other point of view. If sales gives generously of these, what does it get? It gets cooperation.

Communication is a two-way street. We all know from our own experience that the idea of one-way communication irritates everybody, particularly when it involves orders

or directives from the top. Men want to be consulted about the policies they must execute. Consultation does not mean that you have to give up authority. . . . A business firm is not a debating society. But sales management overlooks a golden opportunity if it fails to consult other departments within the company before it introduces a new product or a new policy. An enlightened sales management keeps all departments informed . . . seeks ideas . . . encourages participation . . . listens as well as tells.

Sam Goldwyn, the motion picture producer, famous for mangling the English language, once scolded his bridge partner, Constance Bennett, for overbidding a hand. "How did I know you had nothing in your hand?" she asked. And Sam, exasperated, demanded, "Didn't you hear me keeping still?" Unlike a bridge game, the various departments of a company—and particularly the sales department—cannot afford to keep still if they are to get along with the other departments.

What we are talking about here is essentially the creation of a sense of participation. You can look at a group of people much the same way you look at a man, and man by his nature craves the society of his fellow. He needs companionship and the good will of his associates. One phase of this need is the desire for recognition and esteem of others. A lowly clerk can become the Supreme Exalted Ruler of his fraternal society; hence, the tremendous memberships in these groups.

The strength of our major political parties lies as much in the individual's feeling of participation . . . of helping to win . . . of sharing victory as well as defeat, as in his be-

lief in the party's doctrine. And so, we find strong, loyal, formal groupings in companies as well as in churches and country clubs.

An open fight with the production department will disrupt the harmony of the operation and make it virtually impossible for you to get your point of view across with the people in production.

A sales executive anxious to introduce a new product on the market can thus destroy his whole program if he fails to work in close harmony with those people who are going to produce his product. And a mistake made that early in the game is the hardest one to correct. To quote Verne Burnett again: "The very heart of success in public relations is to get advice on probable repercussions before the mistake is made."

In your communication with your internal company publics, your problems must be clearly stated in a form easily understood so that an atmosphere of mutual good will, understanding and cooperation can be built and maintained.

Any management that is sensitive to the reaction of its employees finds that their experience with the company, their fears about their jobs, their inertia and resistance to change—all enter into the interpretation of a given policy. Major changes in policy often require as much sales effort as that needed to introduce a new product. This may be true even when the changes are for the benefit of the employee.

The End  
Editor's Note: Mr. Stevens presented these views in his talk before the Graduate School of Sales Management and Marketing, sponsored by National Sales Executives, Inc., at Rutgers University on August 8.

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### What Salesmen Expect of Management

Last fall, at sales meetings around the country, Minute Maid presented new sets of job descriptions for each job in the sales department. . . .

As they were read at the meeting, it seemed top-heavy to have top management telling men what they were to do. To offset this impression, a prize was offered for the best letter from a salesman telling what the salesman expected of management. "We've told you what we think you owe the company," we said, "now you tell us just what you think the company owes you in return."

Here is an excerpt from the winning letter submitted by one of our salesmen in the field, Sterling Rinear of Los Angeles:

"Management owes me an orderly chain of command that is completely clear both ways. Policy that has been set must be clearly stated to each echelon so that each person has a well-defined sphere in which he may operate. By the same token, when a sales promotion or an advertising campaign is being readied, the opinions from each plateau should be sought out so as to provide a more complete picture to those who are making the decisions. . . .

"Once any such promotion or campaign is adopted, the details concerning the program should be explained to each person. The sales tools should be provided in time to make the implementation of the program easier to assure the success of the promotion."

## Bull in the China Shop?

... not unless you consider your kitchen a china shop. But, seriously, Harold P. Bull is intent upon getting America's housewives to toss out all those outmoded kitchen appliances and install, in their kitchen shops, gleaming new Norge equipment. Bull has just been named v-p of distribution of Norge Division, Borg-Warner Corp. He'll be in charge of national Norge marketing, including supervision of product and sales managers. Which means: refrigerators, washers and gas ranges, electric ranges, clothes dryers, electric water heaters, home freezers. For 29 years Bull, a big, hearty extrovert, who only knocks over sales, has been an appliance industry figure. He's directed operations and sales to and through Norge distributors for the past two years. "Bull," says Judson Sayre, Borg-Warner's president, "is the architect of our distributor organization which tripled sales in two years." Before he joined Norge, Bull had been v-p and director of sales, Apex Electric Mfg. Co. And before that he was national sales manager, Bendix Home Appliances, Inc. That device he's holding, in case you're curious, is a Dispenser Wheel, which will be featured in this fall's multimillion-dollar advertising.



## Through a Glass Clearly, The Sales Must Show

Robert J. Davis, v-p for International operations of American Optical Co., Southbridge, Mass., has taken over the responsibilities of the v-p for marketing in addition to his own. It's appropriate that Davis wears eye glasses. Through them he clearly sees the necessity for aggressive world-wide marketing of his company's products. One of the giants in the optical field (1955 net sales: almost \$71 million—a 5.4% increase over the previous year), American Optical is a leader in new eye glass developments. Among its recent new products: The "executive bifocal," which gives the wearer a big reading segment, half of the whole lens, with no jump between it and the big distance segment. ... Strangely, Bob Davis, who'll continue to make his headquarters in New York, had a background which would seem to be leading any place but the optical field. He began with Hills Brothers, importers and processors of Dromedary products. When he left them 17 years later he was in one of the top administrative posts. Then he became general manager of Elizabeth Arden Co., left to become president of Johnston and Jennings, Inc., Cleveland manufacturers of heavy industrial equipment!







### The Ex-Summer Furniture Man: It's Fall Sales He Wants

After all, when T. Baumritter, Co., one of the country's important furniture manufacturers, hires a sales manager for the first time and he's a triple-threat man like Robert L. Ficks, Jr., both the firm and the man expect to bust records. For until recently Baumritter's president, N. S. Ancell, has counted sales management as a part of his duties. But the company, which makes the Ethan Allen (traditional) and Birchcraft (contemporary) lines, as well as the Restocrat reclining chair and Viko steel furniture, has been expanding in all directions, has launched the biggest ad campaign in its history. It needed an aggressive young man with young ideas to guide its sales destinies. And Bob Ficks, 37, comes from a furniture family. He got out of high school and went to work for the family company (Ficks, Reed, in Cincinnati . . . makers of summer furniture), doing everything no one else wanted to. Nights he went to the University of Cincinnati. But he rebelled—wanted to get "there" on his own. He got the general sales manager job for Salmanson and Co., a leading furniture manufacturer. (He's also been president, National Association of Summer Furniture Manufacturers.) Although bristling with work energy, he's no work-is-everything-to-me boy. Writes jazz, plays piano and has written and produced several amateur musicals. He and his wife and three kids live in a Cape Cod-type house in Connecticut, collect antiques which they mix indiscriminately with modern. Another hobby: Gardening. Flowers? No. "Rocks," says he.

## THEY'RE IN THE NEWS

BY HARRY WOODWARD

# I Was A Lend-Lease Sales Manager

I was writing the advertising copy for Pioneer Rubber—and shooting off my mouth about how its sales program should operate. Pioneer's president gave me the dare: "Take over the sales operation for three months."

BY M. J. (MIKE) CRAVER

The romantic Mr. Philbrick hasn't got a thing on me. If that statement eludes you, I'll get right to the point and explain that I'm back on Ad Row in Cleveland after leading a double life for 15 weeks as a "lend-lease" sales manager for The Pioneer Rubber Co., Willard, O.

Pioneer is one of our largest clients. As an account executive for Carr Liggett Advertising, Inc., I have considered this firm my "baby" for some time. During that period, I have eaten, slept and drunk Ebonettes, Super Ebonettes and Bluettes household gloves; Rock-a-dri baby pants; Qualatex Toy Balloons; Stanzoil industrial gloves, and Rollpruf surgical gloves. Let's face it. In that capacity I had often been guilty of "creative omniscience." You know what I mean. It's the attitude that starts out—"Why the h--- don't they . . ."

But believe me, after climbing out of the sales manager's hot seat at Pioneer, I'm the first to admit I never had it so good.

It all started over a cup of coffee. Pioneer's president, Jack Gibson, a lay-it-on-the-line guy if there ever was one, was discussing the big spring promotion we had just developed for the Household Division. The copy was finished, the plates were made and, frankly, I was feeling a little smug. Then the ax fell.

## A double-take and a dare . . .

"How would you like to take a crack at getting this thing off the ground?" Jack asked me, just as if he had asked for a match. The double take I did at that moment lasted for over three months while I got educated about the color of the grass on the other side.

After Carr Liggett, our board chairman, and Jack Wilson, our president, agreed to let me take the job, I couldn't help thinking about the confident statement I had so often made to my wife and my secretary: "If I could only be sales manager!"

I knew what I would do. I'd leave the copy and the art in the very competent hands of the agency. I'd make darned sure everybody from the account executive to copy writers had a clear-cut idea of just what I wanted. I'd definitely establish face-to-face contact with the agency at least twice a week. I'd coordinate my sales organization and make it tick with watch-like precision. I wouldn't be in a rush to get new promotions launched until all the facts were in. In short, I would be so amazingly versatile I would be able to keep tabs on the agency, every territory in the U.S., and the internal structure of the organization as well.

## The trek begins . . .

I thought about all these things as my wife and I closed up our apartment in Cleveland on January 23 and headed for the neat little home Pioneer had prepared for us in Willard. I had made hundreds of trips to this beautiful Ohio town (pop. 5,000) before, so I wasn't heading for new surroundings. I also felt fairly confident about what had to be done to open the floodgates on sales volume. My program was ambitious. It included plans for:

1. Executing the spring sales program for the Household Division which was already in the works.
2. Creating, organizing and executing sales programs for three other product classifications which I thought needed special attention.
3. Visiting each of our sales agencies and collecting information we could use in getting an accurate sales picture.
4. Visiting as many wholesalers, chain retailers, rack jobbers, retail drug, food and hardware stores as possible.
5. Writing a complete report on my findings and making recommendations in the light of same.

That written report is finished now and it runs to something like 100 pages. It contains on-the-spot findings

of an account executive's odyssey covering more than 10,000 miles and hundreds of discarded ideas.

What did I learn?

First of all I learned that being in six different places at one time is impossible. That led me straight to the all-important problems of organization and coordination. I learned that a topnotch sales manager has to depend on a competent and well-rounded staff capable of directing market research sales analysis, and promotion solidly grounded in conditions as they exist in the field.

Second, I got acquainted with the reason for the complete service technique which Carr Liggett, who handled the Pioneer account for many years before I came along, had established as standard operating procedure for our agency. Perhaps I had better explain that one.

## Ad men—to the field!

I believe I'm right in saying that many advertising agencies still adhere to the belief that their job is solely to create advertisements. Fortunately, the agency I'm associated with believes and practices the philosophy that the knowledge and creative effort represented in the ads we prepare for national consumer magazines can and should be applied to packages, displays, shelf talkers, window streamers, shelf packages and the products themselves. By the same token, the creative effort poured into a trade advertisement can and should be applied to sales bulletins, sales meetings, trade show displays, customer direct mail, catalog sheets, envelope stuffers, price lists, shipping boxes and wholesalers' sales meetings. The ad man who thinks his job is finished on the strength of a single ad hasn't been out in the field!

I was, and I visited 14 cities while meeting most of Pioneer's representatives, more than 50 wholesalers, rack jobbers and chain retailers in addition to stopping at almost 100 retail hardware, food, drug and variety stores.

In a very real sense I was a human Univac on the road in search of answers. They streamed into my very fallible "think machine" from every possible source.

An irate chain buyer in Denver fumed because I had sent him five separate mailers on five separate days.

"If you've got something worthwhile to say, you ought to be able to say it once, and let it go at that," he roared. From here on in, my copy is

going to be more brief and to the point!

Then there were the people who taught me the difficulty Sales has in adhering to policy—chains insisting I go counter to established “policy” by granting them a special advertising allowance; wholesalers who, because they overbought on “deals,” wanted me to accept return merchandise in spite of our “all sales are final” policy.

The answers aren’t important in this piece, but they are vital when you are out on the road and have to make a decision “right now.” More than ever, I admire sales management that has the backbone to adhere to policy in the face of the temptation to deviate. I know, too, that having “backbone” pays off.

In addition to listening intently on the road trip, I also made good use of my mechanical eye, the camera I kept with me wherever I went. In taking hundreds of pictures of retail displays throughout the country, I verified a suspicion I had been nursing for a long time.

Lest the sales-conscious reader be led to think this is all sweetness and light, get ready. The trip proved, at least to my satisfaction, that many sales managers have delusions of grandeur about the amount of display space they can commandeer, and the attention the retailer will give their products. After finding many products all but buried under counters from coast to coast, I’m convinced some changes ought to be made. Realistic appraisal of the situation by alert sales managers will in many cases lead to A to Z preparation based on the supposition that the retailer will give your merchandise minimal attention . . . or none at all!

Every idea sales management creates can come from observation of

problems and trends in the channels of distribution. By recognizing the place of your product classification and pulling out every “stop” in your sales strategy, pretesting to be sure you don’t hit any sour notes, results should be good.

Fortunately, the major spring campaign which I midwived and followed to maturity did jack up sales volume to a considerable extent. If I contributed somewhat to this happy result, it was mainly because I was in position on a firing line more than adequately reinforced by Pioneer veterans.

Now that I’m back in the gray flannel world which exists only in the minds of impressionable fiction readers, my colleagues persist in asking me what I learned.

My own persistence is more than a match for the curious because I wouldn’t have missed this experience for anything. In addition to savoring the special inner satisfaction of “surviving” a totally new experience, my stint as a sales manager also sharpened my basic sense of values.

For example, I will never again be consciously guilty of letting George the sales manager do it. From here on in, it will not be “his” problem, but it will be “our” problem.

The same thing holds true for proposed advertising expenditures. Now that I’ve been to the wars, any expenditures I recommend will first be measured in concrete relation to their positive effect on sales volume.

Deadlines are another thing. At Carr Liggett Advertising we pride ourselves on meeting ‘em, but from now on, I’m going to make doubly sure I’m in on all those important client planning sessions to insure my associates plenty of lead time in which to do their jobs well.

And perhaps the most important lesson I learned was to stick first, last and always with “live” market research—the kind that relies on an endless cycle of client and customer contact by the agency.

From now on, I’m going to be more egotistical, too. In other words, when it comes to client responsibility I intend to approach the job of preparing his advertising as if it were the only method of selling he has. His sales organization, his direct customers, the jobber salesmen who sell the retailers, retail consumers, home consumers . . . the longer his channels of distribution, the more midnight oil we burn at the agency.

Finally, I intend to be a glorified pain-in-the-neck to just about every department in the agency in my effort to see that nothing we do for the client is superficial. Talking science is one thing. Putting it into practice is another. It means (1) discovering the problem through adequate sales analysis and continuous trade contact; (2) creating a solution by using the collective knowledge of everyone who can possibly contribute; (3) pretesting the solution among the people it is intended to sell so that when the sales drive starts, we can be confident that the solution will work.

The last measure is vitally important because so many clients tend to rush from the creation of a solution into selling without testing it to build their own confidence.

And speaking of confidence, my recent safari into sales management has done a lot for mine as an advertising man. For instance—but that’s another story, and I don’t have the time. I have a luncheon date and planning meeting with the new sales manager at Pioneer.

**The End**



### THE DARE-DEVIL MR. CRAVER

Mike Craver, a 28-year-old stalwart, thinks life is only as much fun as the surprises it holds. It was this philosophy that landed him at the “lend-lease” sales manager’s desk at Pioneer. The ad-man-into-sales-manager held down the job with the greatest of ease. (And where was the sales manager during this time? Pioneer’s president, J. H. Gibson, had been doubling in brass.) Says Gibson, “Mike did an excellent job. But over and above that, he returned to the agency with the viewpoint of a sales manager in preparing selling copy, merchandising procedure. Now he looks at the picture through the client’s eyes.” This wasn’t Mike’s first-sales venture. He began his career with radio station WHK selling retailers and distributors. Today he’s back at his old copy desk (with Carr Liggett Advertising, Inc., Cleveland) writing copy with a sales bent.



SALESMAN'S DREAM-CASTLE: Every machine, every sales tool, within arm's length.

## This Expertly Designed Showroom Is Cutting Selling Costs



UNDIVIDED ATTENTION: A purchasing agent visits the showroom to see and hear a demonstration. At the same time he is exposed to all the accessories, supplies, and materials that go with the machine. Under these ideal selling conditions, extra sales from \$50 to \$100 are frequently made.

It costs Duplicating Specialists, Inc., between 5% and 10% of the total value of its machines to take one out to a customer's office for a demonstration; it costs the same to bring it back if there is no sale. That eats into profits.

Studying the figures, Ward Harris, president, and John Butters, vice-president and general manager, wondered: "Why can't we get more of our prospects and customers into our salesrooms for demonstrations?"

"In addition to saving money," says

Butters, "we knew we could do a more effective selling job, because many accessories and supplies go with each machine. It's hard for a salesman to take all of them out but they have to be demonstrated to give the customer the full picture of the process offered."

Harris and Butters began last year to assess the advantages and disadvantages of their salesroom. They concluded that it contained hidden obstacles to selling, contributed to frustration on the part of sales personnel,

Duplicating Specialists now persuades many a prospect to come in to the showroom for demonstration. The selling atmosphere is ideal, and volume on accessories has taken a big jump.

and did not display and merchandise the company's products to best advantage. A move into larger and more modern quarters at the end of March, following some reorganization, provided the opportunity for important improvements. The two men, both former salesmen, designed their new salesroom from a salesman's point of view.

After three months in use it is more than fulfilling expectations, they say. Already it has increased in-store demonstrations by 25% and the figure is mounting. Unit sales of auxiliary items are much higher. Customers, once brought in, come back voluntarily, study the displays, sell themselves on accessories, other equipment. This is only a small part of what the salesroom is doing for the company. Let's take a look at it, aided by the accompanying photographs.

The 1,700 square-foot selling area is not divided into sections or





**TWO DEMONSTRATIONS** are going on: left, a customer for azograph equipment is being shown what fluid to use with it. She is already interested in the other tools and supplies shown on the display board. Right, a prospect is seeing a mimeograph in operation. Peg board dividers do double duty as partitions, can be shifted at will. Customers move easily from area to area.

departments for the different products as is the usual custom. It is as wide open as a super market. Yet it has five distinct selling areas, each featuring one of the five office machines sold by the company: A. B. Dick mimeograph, spirit, azograph, offset, and paper handling equipment (collators, folding machines, electric stapling machines, joggers, paper cutters, etc.)

The sales areas are defined by movable peg board dividers which are used to display all related items, supplies and accessories, and explanatory literature for the machine. For example, a customer interested in a mimeoscope needs the various styluses, lettering guides and other accessories to get the most from his equipment. Rarely do salesmen carry with them a full supply of these items. Most forget to promote additional sales during demonstrations for customers at their places of business. Thus, sales are lost and customers denied the full benefits of the equipment.

"But customers who come in for their demonstration," Butters emphasizes, "see all the related items attached to the peg board. They become interested, ask questions. If the salesman should forget to mention something, more than likely the visiting customer asks about it. Over and over again we find ourselves selling from \$50 to \$100 worth of extra supplies and equipment, following a

machine sale, which might not have been sold by a salesman giving a demonstration at the customer's headquarters."

Literature racks on the peg board displays have solved a perennial problem—keeping the right literature handy to each product and its auxiliaries. It can be taken by the prospect or customer, or handed out by the salesman on the spot. "It doesn't get dusty or dog-eared, none is wasted, we can see when supplies are running low," Butters points out.

Customers are not seated: They stand and move about. It is easy to guide them from one sales and display area to another. Customers like this. They are interested in being shown duplicating processes other than those they know about. Often this results in unexpected sales. Butters tells of a customer who came in to see a machine demonstrated. The sale did not jell. The salesman led him to another type of machine, gave a demonstration. The customer was delighted. Result: a \$750 sale.

Display areas are flexible. The entire layout and appearance of the sales



**EFFICIENCY PLUS:** See, in this close-up of one of the peg board setups, how this method of display for heterogeneous smaller units contributes a sense of order, invites full discussion of accessories. "You now have your mimeoscope—now you will need these tools to do a good job," the salesman is saying. "This stylus, for example, makes a dotted line..."

## hot salesman—cold statistics

Research proves that the industrial salesman's chances of getting an order are 317% better when he's been invited to call by a prospect who has studied his catalog.

This is a cold statistic.

What, then, are his chances of *being* invited if his company does not get the right kind of catalog to his prospects in a way that makes certain these potential buyers won't misfile or lose it?

Very poor, even for the best salesman.

Yet most manufacturers selling to industry fail, far more often than they realize, to get their catalogs used when prospects are deciding whose salesman to call in.

This, too, is a matter of cold statistics...of *facts* dramatically demonstrated by the brief report on "the catalog problem" you will find on the adjoining page. ►



**if your  
catalog is in  
this picture  
you have  
a serious  
catalog problem**



This is an actual photograph of the "catalog material" recently sent by 791 manufacturers to an important potential customer. Collectively, this material would require sixty feet of file space. Much of it is extraneous to this potential customer's interests. Indexing it for convenient use would be a difficult and time-consuming task. A substantial proportion of it does not in any way fulfill the function of a catalog, from either a buyer's or a seller's viewpoint.

Much as they would *like* to have good product information conveniently accessible whenever they need it, all too few of your prospects will undertake the formidable and costly task of filing and indexing this cumbersome mass of material.

As a result even the *best* catalog suffers, in its useful value, from being a part of this impractical method of providing product information to industry's specifiers and buyers.

If you want to have a catalog that is designed to suit the buying needs of your prospects; one which *will* be kept conveniently accessible in their offices, call or write the Sweet's district manager nearest you. He will bring you prompt and thorough help in making sure your catalog results in more orders for you at the lowest possible cost.



### **Sweet's Catalog Service**

*a division of F. W. Dodge Corporation*

119 West 40th Street, New York 18, New York

floor can be changed within 30 minutes, or one display can be given more prominence, a different position. Without remodeling, new demonstration areas can be set up, a new machine featured. In the former salesroom certain areas were designed for certain equipment. The setup was rigid. There was no way to make it look different. In the new room a salesman takes a few minutes to shift the angle of the peg board divider, move its accompanying machine into a different light. A customer comes in, exclaims: "Oh, you've got something new!" Yet the same display was there the last time he was in.

A great advantage of the peg board displays, Butters says, is that nothing has to be put up on walls. Using walls for display material can soon ruin them, and it's difficult to make changes.

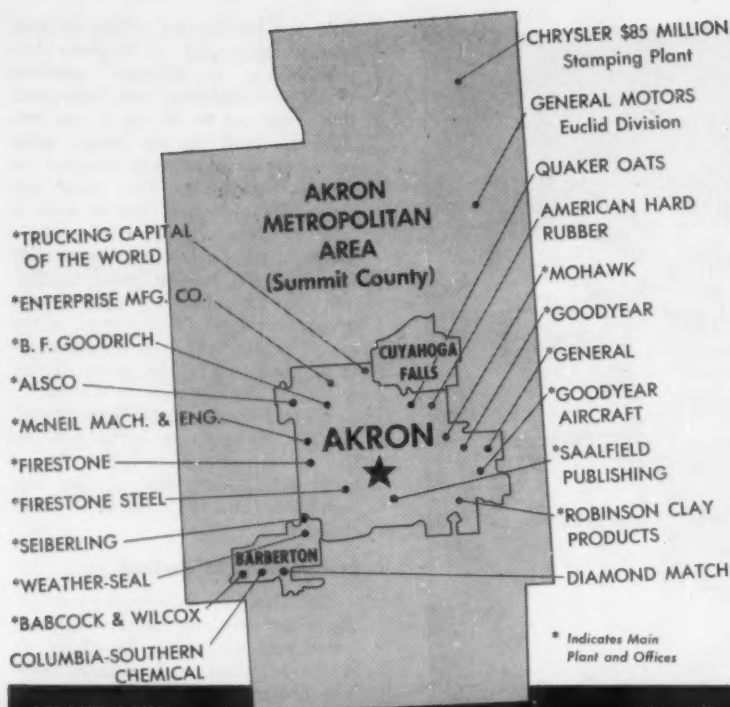
### **Distractions Minimized**

Big advantage in bringing customers in for demonstration is that uninterrupted selling can be carried on by the salesman as he demonstrates. The prospect is away from his telephone, from his business preoccupations and interruptions. His interest can be held from start to finish.

How does the company get p.a.'s and other prospects to come in to the salesroom? "It's a matter of simple invitation," Butters says. It is true that many prospects ask, "Can't you send the equipment over here to be demonstrated?" The salesman then explains: "We can give you a far more complete demonstration in our salesroom. There is a wider range of equipment. You will have a chance to see all the related items and tools that go with it. And there'll be no interruptions."

It's up to the salesman, of course, to interest the prospect in coming in. But the 12 outside salesmen have discovered a real incentive in doing this, since they know the customer will be exposed to a larger sale. Most customers; even those from a 40-50 mile radius, come in at their own expense. Sometimes a salesman picks up the customer but, in any case, he is on hand to greet him at the specified time. For drop-in customers there are two inside salesmen, and the number will be increased. Pickup and will-call are encouraged, not alone because of the savings to the company but because customers can be given quicker service while being exposed to additional products. Over 30% more customers are taking advantage of the pickup and will-call services.

An unexpected advantage of the new setup will save the company at least \$1,000 a year, Butters estimates.



# GREAT NAMES

Make a Great Market—Covered by  
**ONE** Great Newspaper

## THE HUB OF AKRON'S FAST GROWING ONE BILLION EIGHTY MILLION DOLLAR MARKET

The biggest one-newspaper city in the United States. 98% coverage of the Akron Metropolitan Area. 85.5% coverage of the Akron Retail Trading Area.

Akron, Ohio's most concentrated area of great industrial names, requires only ONE great newspaper to put your product across in this compact, free-spending market. You get complete coverage without wasteful duplication because EVERYBODY reads the Beacon Journal. An outstanding value at one low rate evening and Sunday, with ROP color available in all issues.

## AKRON BEACON JOURNAL

Ohio's Most Complete Newspaper

STORY, BROOKS & FINLEY, Representatives  
JOHN S. KNIGHT, Publisher

It has shown the way to inexpensive participation in trade shows. The peg boards with displays, literature and accompanying machine can be moved to the site of a show and set up within 30 minutes by any company salesman, taken down with the same speed and ease. There is no supply or literature waste. Formerly at least a half day was required to assemble all the necessary items and set them up for the show, another half day to take them down. Cotton covers, made to fit over the display boards to protect and hold the items in place, can be removed or replaced in a minute or two.

"We've done a lot of shows in the past, but we'll do a lot more now," Butters says. The company also holds classes from time to time at various colleges. It is now easier and far less costly.

An intangible emerging from the whole thing is the stimulus to salesman morale. The salesmen like to invite their prospects to the salesroom. Many obstacles to selling have been removed, little frustrations (hunting up materials, supplies, literature) eliminated. The salesman's time is more effectively utilized.

Duplicating Specialists, Inc., plans to set up its Oakland salesroom in the same way. **The End**

## Coming Soon in Sales Management

How to plan and build a sales manual.

All about the Westinghouse fight to regain ground lost during its prolonged strike.

How to remember names and faces.

SALES MANAGEMENT





## We know good service means good business . . .

Extra service, extra concern for the customer is good business in any business. In outdoor advertising, it's good for *your* business.

General Outdoor Advertising service protects your advertising investment. Handsome trim and meticulous upkeep *continually* show your message at its best. And GOA provides a showing tailored to your selling problem, with *audited* circulation figures. Skilled traffic experts serve you from every GOA office. Creative or merchandising help is always available.

We *believe* in giving superior service because we know it means better business for you. Call your local GOA office or write us in Chicago.



**General Outdoor Advertising Co.**

515 South Loomis Street, Chicago 7, Illinois

**IMAGINE!**  
**YOU GET MERCHANDISE**  
**OR CASH AT SEARS**  
**ANYWHERE WITH**  
**4 STAR STAMPS!**

**A Thrilling, Entirely Different**  
**Kind of Trading Stamp**

**HERE'S A PLAN THAT OFFERS**  
**103,000 PREMIUMS**

Now... wonderful premiums for family, friends,

## Why Sears' Stamp Plan Flopped in Mid West Test

The appeal seemed to be great: home town merchants issued stamps which their customers could redeem for merchandise, service or cash at any Sears, Roebuck store or through the catalog. But merchants bucked, Sears quit.

The trading stamp business apparently has given the world's largest merchandising organization, Sears, Roebuck & Co., a slightly bloody nose. While trading stamps, issued by some 185 trading stamp companies, have spread like a prairie fire in the past year, Sears' wholly owned subsidiary, Four-Star Stamp Co., has failed to ignite. Now some eight months after it was started, it has been disbanded and personnel transferred or absorbed into the company.

Why did Sears come a-cropper? After conducting tests in five Illinois cities in midwinter 1955-56 Sears laconically says, "It has not worked out to company expectations."

While no one will talk for publication, there is no lack of reasons

given for Sears' apparent failure. Don Semple, a Sears executive, was appointed president of Four-Star, went to Galesburg, Ill., to poll local merchants on whether they would enter such a stamp plan. Almost all said yes, and Four-Star started out with 30 local merchants, mostly grocers. It looked as if the plan were off to a flying start. But before it could get off the ground, a local civic-minded shoe store chain operator (small) had printed, at his own expense, letters condemning the stamp plan and warning that this giant octopus called Sears, Roebuck & Co. was descending upon the community. So strong was the letter that 90% of the participants pulled out of Four-Star leaving only a few who thought they might

increase their business through the issuance of stamps.

According to one observer, this letter probably more than any other factor was responsible for the failure of Four-Star in Galesburg. It is reported that Sears could have talked to the shoe man, but didn't.

Next Semple took the Four-Star plan into Peoria, with a population of over 114,000 where it did somewhat better but failed to take the city by storm. He tried Rockford next, but hard-headed Swedish and German merchants failed to form a line to sign up for the Four-Star plan. Similar resistance was encountered in Decatur and Springfield.

In each city Four-Star stamp merchants gave customers the traditional stamps. The Sears twist to the stamp plan may have been its biggest single appeal and possibly its Achilles heel. Stamps could be redeemed at any Sears retail store, catalog office, or through the Sears catalog. The stamps could be redeemed for merchandise, service, or cash. So the world famous Sears catalog became the world's largest premium catalog, a potentially successful situation.

It is reported that Sears invested only about \$15,000 to advertise the Four-Star stamp plan.

Sears may have underestimated the clan spirit of small town merchants. Many a "dig" was thrown at Sears retail store managers in these small cities by their fellow merchants, who saw the Four-Star plan as a device to take trade away from themselves.

Kroger, a large grocery chain, reportedly asked to be included in the Four-Star plan. But Sears brass reportedly said the plan would be limited to home-owned stores.

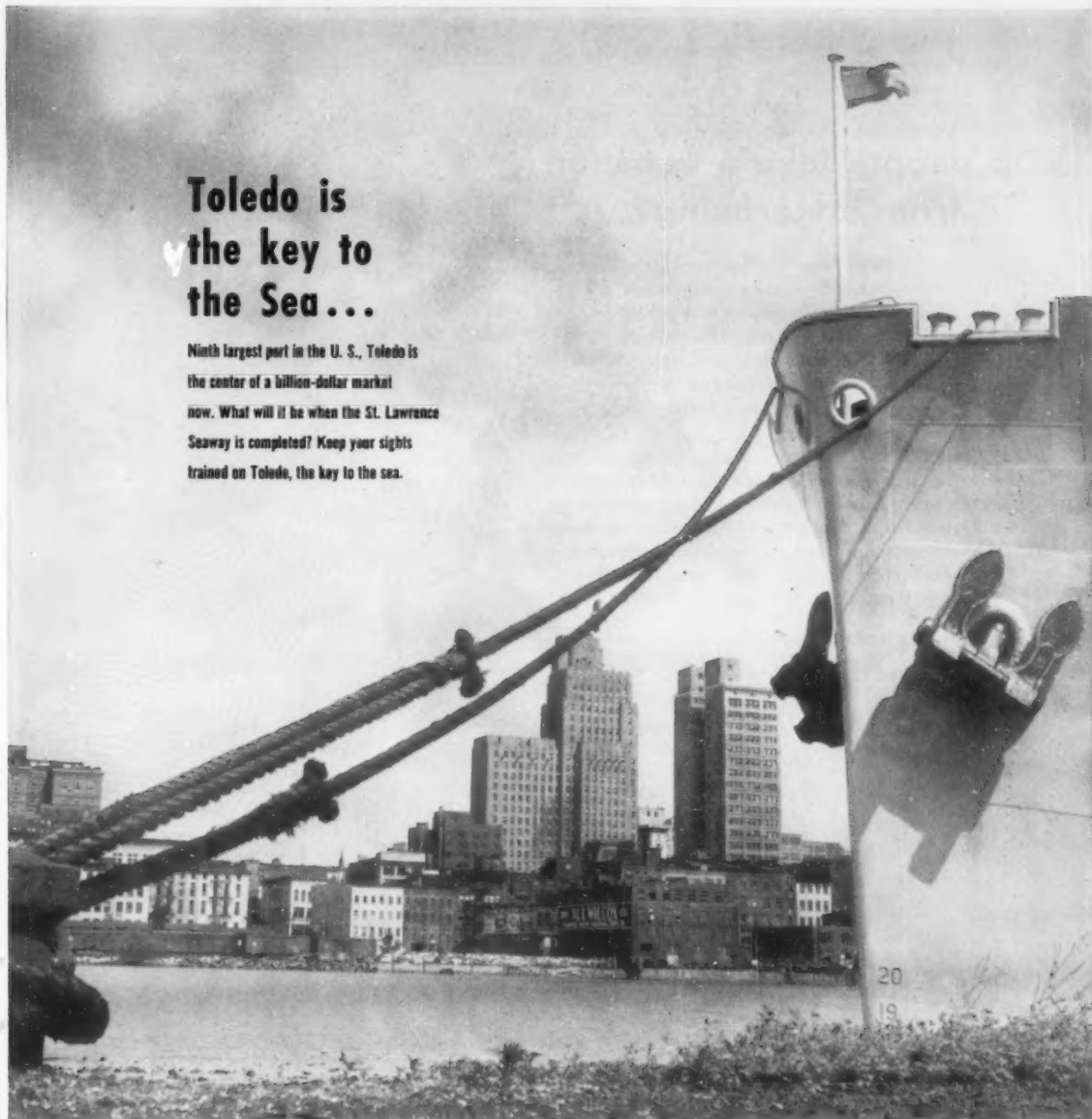
Sears apparently ruled out not only chain stores but specifically all grocery stores in the city of Chicago.

Another food chain executive, asked why he thought Four-Star did not break into Chicago, expressed the belief that the company's management possibly knew what it was doing in this respect. A & P, National Tea, Kroger and other chains are unanimous in their opinion that the customer has little or nothing to gain by the inauguration of a trading stamp program in Chicago. They also agree that trading stamps have not proved to be a profitable venture but are the underlying cause of "terrific headaches" for operators in smaller cities.

On the other hand, it is common knowledge among the big food chains that all have their own stamp programs ready to break in the Windy City, with the possible exception of A & P which still does not sponsor

## Toledo is the key to the Sea...

Ninth largest port in the U. S., Toledo is  
the center of a billion-dollar market  
now. What will it be when the St. Lawrence  
Seaway is completed? Keep your sights  
trained on Toledo, the key to the sea.



## and the **BLADE-TIMES** is the key to the **BILLION DOLLAR TOLEDO MARKET**

A million people live, work and play in the Toledo ABC Retail Trading Zone. Last year they spent \$1,222,296,000 retail. Here's a market that's big now and going to get bigger. To open the door to this market you must use the proper key — and that's the Blade-Times. There are no duplicate keys.

*P. S. The Blade-Times is noted for its marketing assistance.*

**TOLEDO BLADE** *Daily and Sunday* **TOLEDO TIMES Morning**

REPRESENTED BY MOLONEY, REGAN & SCHMITT, INC.

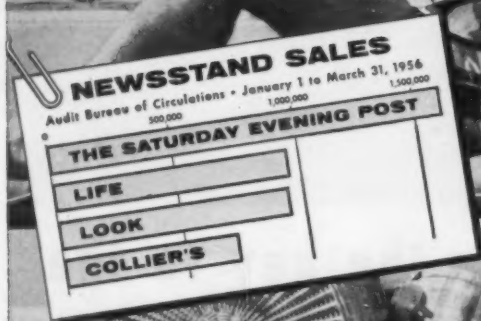
SEPTEMBER 7, 1956

## Do people take a vacation from advertising?

What do people do with the extra time a vacation gives them? One form of entertainment that enjoys a big boom is reading. There's no summer slump here.

Any newsstand operator in a resort area will tell you summer is the readingest time ever. And chances are The Saturday Evening Post is far and away his best seller (see chart below).

For the Post is America's favorite reading magazine. Millions of families wouldn't be without it—no matter where they go. To them it is the magazine, and the products they see on its pages are on the tips of their tongues and the tops of their shopping lists. Is the product you sell one of them? 52 weeks a year—the Post gets to the heart of America.



# America reads the Post





**"You think your home is safe? This guy will bet it's a firetrap!"**

**CHARLES R. MARSHALL, V. P. and Acct. Exec., Ellington & Co., Inc., N. Y., previews "Is Your House a Firetrap?" from this week's Post.**

"If you have piles of paper or old rags in your cellar, attic or garage—you lose! It doesn't take rats nibbling on matches to touch them off. They can kindle themselves! And, 99 chances out of 100, your stairway makes your house a death trap, too!... This isn't just a scare article, though. It tells you how to save your life in case of fire, and how to save your house before one ever starts!"



In all, 8 articles, 4 short stories, 2 serials, in the August 25 issue of The Saturday Evening Post.

a stamp program in any of its stores. One chain refuses to start the program until the other does. One source said that "everybody is poised, ready to leap into the fray, should one competitor announce his trading stamp program in Chicago."

One of these food chain executives said he believes that trading stamps are here to stay, regardless of legislation pending against them in 28 states. "Tax revenues collected by the states from these stamps must be tremendous," he said, "and it would seem foolish for them to cut their source of supply."

*Premium Practice* magazine, in a recently completed survey of the trading stamp industry (May issue), found that some \$212 million worth of trading stamps are being issued with \$10.6 billion worth of retail sales. They found that the stamp business increased among food retailers 76% and a phenomenal 224% in the past two years.

It seems incongruous, therefore, that a powerful organization like Sears, Roebuck & Co. would abandon such an operation as a bad job. The company was approached by SALES MANAGEMENT as to the reason for abandonment and received a curt reception. Former officers of Four-Star, now back with the home company, were unavailable for comment. These are: Donald Semple (in California), president; H. R. Wolcott, assistant to the president; Robert Van Bee-

man, v-p; Albert Huettel, advertising mgr., and Jack Jamieson, sales mgr.

Sears' spokesmen balked at uttering one word more than the short statement that the plan "did not work out to company expectations."

Another oddity is that the Sears plan is said to have operated similarly to the standard stamp plans whereby the stamps, usually sold in pads of 5,000 for \$10, cost the retailer 2/10 of a cent apiece and approximately 2% of gross sales. Volume (sales and traffic), overhead, efficiency, etc., in most cases necessitate a 15% to 20% sales increase to liquidate the cost of the stamp plan. Most retailers anticipate more than that.

*Premium Practice's* study revealed that about 75% of the stamp companies redeem for merchandise. Those that give a choice between merchandise and cash say that 79% of the customers prefer merchandise. The average catalog includes about 330 items, mostly of the household type, with an average value of about \$3.40 retail, representing about \$130 in the consumer's purchases or a 2.7% return on the consumer's dollar.

Merchandise? Who has more of it to offer stamp savers than Sears? There are 185 stamp operators, including oil companies with their own, listed by *Premium Practice*. This would not have meant severe competition for Sears' Four-Star, since many are small; S & H Stamps controls 50% of the entire industry.

## How S&H Sells Above List

The trading stamp firm that accounts for 50% of the business recovers an average of \$33.08 in green stamps for a Schick razor listed at \$29.50, but which can be bought at discount houses for \$14.95. S & H stores stock 1,500 items.

S&H (for Sperry & Hutchinson) stock is closely held by New York's Beinecke family. But the firm's recent switch from silence to a vociferous public relations policy raises the question as to whether this is a permanent arrangement.

Walter Whitnack, vice-president of S&H, underlines the company's "steady growth" pattern. Come boom, come bust, he says, "there appears to be no direct relationship between S&H business and the vagaries of

the national economy."

Whitnack maintains that the sudden appearance of S&H officers in speakers' roles, and in a welter of magazine articles, is not dictated by the current attack on stamps, but is planned to capitalize on the public interest stirred by the current controversy.

Besides not revealing its own sales and profit figures, S&H respects the secrecy of its hundreds of suppliers as to the trade terms on which its

# NOBODY'S LISTENING BUT PEOPLE -ALL IN FAVOR OF GOOD LOOKS!

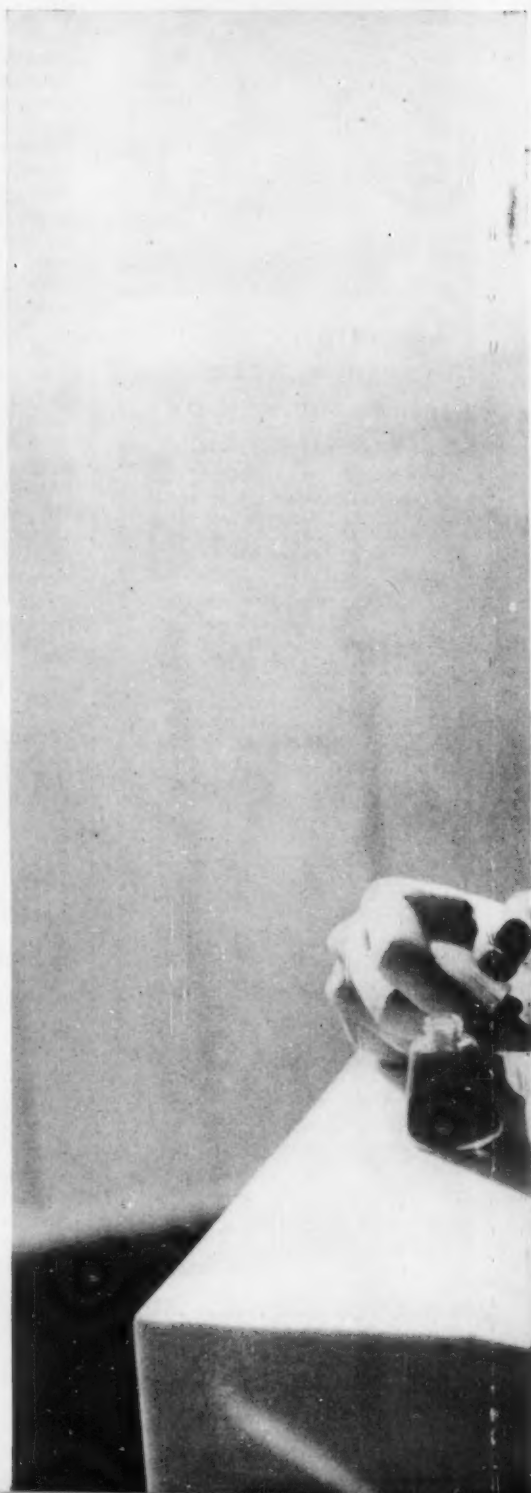
What a time to talk about cosmetics  
and toiletries...while 4,115,000  
people a minute listen to weekday  
dramatic serials on CBS Radio  
starting at 12:00 Noon, CNYT.

They're mostly homemakers, and  
they listen attentively. And  
mostly they're too busy for any  
other advertising media.

Every week, these programs reach  
20,548,000 different people.

this is the right time to buy...

## CBS RADIO NETWORK



12:00 N. WENDY WARREN & THE NEWS  
 12:15 PM BACKSTAGE WIFE  
 12:30 PM ROMANCE OF HELEN TRENT  
 12:45 PM OUR GAL SUNDAY  
 1:00 PM THIS IS NORA DRAKE  
 1:15 PM AUNT JENNY  
 1:30 PM YOUNG DR. MALONE  
 1:45 PM ROAD OF LIFE  
 2:05 PM RIGHT TO HAPPINESS  
 2:15 PM SECOND MRS. BURTON  
 2:30 PM STRIKE IT RICH



more than 1,500-item store inventory is obtained. However, something approaching 50% of the almost 700 items in the two S&H catalogs are of the high profit type found in jewelry stores.

"We know what premiums the public wants and we plan purchases accordingly rather than simply 'being sold' by calling salesmen," Whitnack points out. "But we are open to representatives' suggestions on their new lines. Naturally we are popular as a means of distribution."

S&H redemption rates—as published in their catalog—show that the firm is able to obtain from its public the stamp equivalent of more than list price. This in a day when discount houses have practically established "below list" price tickets as the rule rather than the exception.

An example of this secret of S&H's success is offered by the Schick electric shaver on which a return of \$33.08 in green stamps is averaged. List price is \$29.50. In current dealer journal advertising Schick offers quantity discounts yielding a 47.5% profit of \$14. Since it is not uncommon for discount houses to sell this model at \$14.95—\$13.50 with trade-in—a large purchaser like S&H probably obtains the shavers at an even lower figure.

#### 5% Non-Returns

To fill the 8¾ stamp books required to redeem a Schick shaver, the shopper must have spent \$1,050 at retail outlets which award a green stamp for each 10 cents of cash purchase. For this number of stamps the dealer paid S&H \$31.50, or \$3.60 per book of 1,200. For every \$31.50 block that is returned, Sperry's profits are increased by another 5%—\$1.58 worth—which is never redeemed.

Among the more exotic items on which S&H's figures can be ascertained is a Universal Atomics Corp. geiger counter which is offered to long-term green-stamp savers. List price is \$148.50. S&H procures the counter at something below \$89.70. Stamps turned in to obtain the equipment were sold by S&H to the prospective prospector's "favorite stores" for \$153. In addition, for every \$153 worth of stamps that are redeemed, S&H figures show that \$7.65 worth never make the return trip. What averages out to a gross of \$160.65 on an investment of \$89.70 is the little publicized secret of the trading stamp companies' profit-making ability.

It may be said that this is not a fair example because returns are less handsome on more mundane items. On the other hand, Universal Atom-

ics Corp. notes that \$89.70 is its geiger's usual wholesale price, but S&H obtains even more than the customary 40% off list because of its quantity purchases. The 5% of S&H tickets which never come back for redemption bring Sperry's gross profit on this item to something more than 45%.

Judging from the gross profits of more than 100% offered in dealer businesspaper advertising by Seth Thomas Co., Sperry's inclusion of this firm's clocks in its catalog represents profits somewhat over this figure for the stamp firm. High returns are also assured on such timepiece brands as Westclox, Sessions, Longines, Elgin and Bulova.

#### 20 Million Active Users

Of 35 million trading stamp collectors who receive the firm's annual catalog, some 20 million are considered active by Whitnack. They generate enough business to keep open more than 450 redemption center "stores." Nine mail-order warehouses are spaced across the country for those residing more than 20 miles from a center. Some 4,500 employees staff the organization. Lee Hirst, public relations director, notes that the pretty model who appears 17 times in this year's full-color catalog has had her picture distributed more widely by this one booklet than any single issue of a publication "has ever spread a face before."

One million advanced collectors of S&H stamps receive a small connoisseur's catalog of items requiring as many as 70 stamp books. Suppliers of the premiums include such famous names as Georg Jensen, Inc., Brock & Co., Mark Cross and International Sterling. Besides those the main catalog reveals such brand names as Wm. Rogers & Son, Libbey glass, Samson, Lady Pepperell, Pacific Mills, Bates, Chatham, St. Marys, Playtex, Purofied, Kodak and Samsonite.

Spalding sports goods for men vie with Ekco, Mirro-matic, Revere, Flintware, Cosco, and Pyrex kitchen equipment. There are appliances by G-E, Universal, Hamilton Beach, Westinghouse, Waring, Toastmaster and many others, Folda Rola stroller, Wiss shears, Sheaffer pens, a Smith-Corona portable, Betty Crocker's cookbook and Webster's dictionary.

In addition to its catalog mailings, S&H's promotional outlay includes some national businesspaper and consumer advertising this year and printing of conservative in-store and window banners for retailer use. "Competition between stamp suppliers is little expressed in advertising and

does not extend to cutting prices in terms of stamps," says Whitnack. "We stay ahead of competition through the availability of redemption centers and services such as merchandise arrangement that facilitates selection.

"Despite the common claim that only about 60% of stamps are redeemed, we aim at—and almost attain—100%. Success at this end guarantees satisfaction and continued success for all concerned," the vice-president adds. A few stamp "plans" which the trade refers to as "hotel room operations" escape redemption 100% by placing their stamps with all possible retailers in an area and disappearing. S&H does not install its system in two food markets or other stores that compete closely.

The list price returns S&H grosses on its gift wares are paid for by the retailers who plunk down \$3.60 for each 1,200 stamps—one bookful. These will be distributed to consumers during the course of cash purchases amounting to \$1.20. There is little temptation for the retailer's wife to build a personal collection since the S&H catalog's jewelry tax notations reveal that a \$3.60 book "buys" an item listed at about \$3.

But in the long run, S&H maintains, the cost is borne by the participating retailers' competitors who lack a successful stamp plan. Beinecke criticizes department stores, mail-order houses and store chains that attack trading stamps by seeking "punitive legislation of the very kind they so vigorously fought a few short years ago." Whitnack cites the three-year success story of Thorofare Markets, Inc., in which—after taking on S&H stamps—net profits soared from \$376,000 to \$1,442,000.

#### Discount, Not Cut Price

Yet a booklet for S&H's retailer prospects takes the stand that "cash discount stamps have emerged as an effective countervailing force in the legitimate competition between large retail units and the thousands of small merchants across the land. In fact S&H green stamps have been frankly characterized by merchants using them as one of the most powerful instruments in their continued successful operation in competition with the large chain store."

An apparent incongruity which S&H hopes to iron out to avoid running afoul of fair trade legislation is this: The firm promotes its stamps as "discount" units but, according to Beinecke, "they do not constitute a reduction in price." Attackers agree with him and add, "Quite the contrary."

The End





## Are stockholders significant?

People who still have something left over for investments certainly rate as extra good prospects these days! . . . By the same token, The News rates as an extra good advertising medium—reaching more stockholders than any other New York newspaper. News readers also include more over-\$10,000 incomes, home owners, new car buyers, college alumni, families with children—more choice customers by every classification.

To help you get more return from your advertising in the New York market, we spent more than \$150,000 on the most comprehensive survey of newspaper readers ever made. It's based on 10,345 personal interviews, by W. R. Simmons & Associates Research. Before you plan your next advertising in New York, you should be familiar with this survey. Ask your advertising agency, or any New York News office, to show you—

### "Profile of the Millions"

THE NEWS, New York's Picture Newspaper . . . *with more than twice the circulation, daily and Sunday, of any other newspaper in America . . .*

220 East 42nd St., New York City . . . Tribune Tower, Chicago . . .

155 Montgomery St., San Francisco . . . 3460 Wilshire Blvd., Los Angeles

#### Readers owning stocks

News . . . . .	340,000
World Telegram & Sun	310,000
Times . . . . .	270,000
Herald Tribune . . . .	200,000
Journal American . . .	180,000
Mirror . . . . .	130,000
Post . . . . .	110,000

Source: "Profile of the Millions"

Copyright 1955 by News Syndicate Co., Inc.



## U. S. Airlines Flying High

### Industry Volume Grows; Fares at Pre-War Rate

The U. S. airline industry has practically tripled its operating revenues since war-end. It has nearly doubled flying speed and capital assets. It flies three times as many passengers in slightly more than twice as many planes. And, despite inflation, costlier equipment and better service, domestic fares have risen just slightly, while international fares have dropped significantly.

Domestic passenger fares per mile stand just about where they were in 1938, despite the fact that overall consumer prices have gone up 90% in that time and airline wage levels have risen 235%.

Since 1938, when the Civil Aeronautics Act was passed to regulate competition, the number of certificated airlines has risen from 22 to 56. The number of persons employed in the industry has grown from 13,300 to more than 118,000.

Just before the outbreak of the war in Europe, the airlines carried 1,526,000 passengers. Last year the total was 41,623,000. Recent CAA figures show that the 300,000,000th scheduled airline passenger was carried on July 29; the 100,000,000th was carried just six years ago.

### Local-Service Up 7700%







In addition to the phenomenal growth of national and international air carriers, there has been a sizable boom among local-service airlines. They have increased their passenger revenue miles flown 77 times since 1946.

Still a novelty even to veteran air travelers is the inter-city and inter-airport helicopter airline service that is now available at many points throughout the U. S. In 1947, helicopter airlines flew virtually no passengers and just 3,000 revenue ton-miles. Last year, they flew 194,000 revenue ton-miles and 628,000 revenue passenger miles. A total of 29,000 persons used helicopter airline transportation.

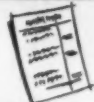
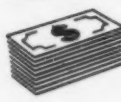
Among the common carriers of inter-city passengers, airlines have continually increased their share of market, rising from 8.67% in 1947 to nearly 33% of all passenger miles in 1955.

## Commercial aviation grows up



FLIGHT RECORDS SHOW THAT COMPARED WITH 1947  
AIRLINES ARE CURRENTLY FLYING . . .

	1947	1955
 208% more revenue ton-miles	 942,400,000	 2,907,000,000
 191% more passengers	 14,300,000	 41,600,000

AND ON THE BALANCE SHEET . . .

 180% increase in operating revenue	\$ \$573,800,000	\$ \$1,608,900,000
 net profits have climbed	\$ -\$26,404,000	\$ +\$77,699,000

THIS WAS ACCOMPLISHED WHILE . . .

 domestic fares went up 5.5%	5.06¢ per mile	5.34¢ per mile
 international fares dropped 14%	7.77¢ per mile	6.69¢ per mile

Source: *Air Transport Facts & Figures, 1956*,  
*Air Transport Association of  
America, Wash., D. C.*

PICTOGRAPH BY  
*Sales Management*  
Designed by HILL DAMROTH INC.

# SALES-BUILDING

## WITH SLIDE-CHARTS

A few of 43 PERRYGRAF Slide-Charts at work for GENERAL ELECTRIC



### Qualified Inquiries for GE

To smoke out welding-electrode buyers (scattered throughout industry) General Electric offers the Welding Electrode Comparator — a useful item, but only for buyers of electrodes. This enables buyers to convert other manufacturers' catalog numbers to GE numbers. Thus GE uncovers prospects — and sells them, too. More than 200,000 of these Comparators have been produced by Perrygraf for GE.



### Putting "GE" on the Blueprint

By moving a slide, the architect or builder can read dimensions and numbers of GE appliances and kitchen cabinets — making it easy to specify this equipment when original plans are drawn. Thus General Electric makes it easy to order these items — and gets GE specified in the planning stage.



### Slide-Charts by PERRYGRAF will help you

- Save salesmen's time for selling
- Get more qualified inquiries
- Make your sales story easy to grasp and remember
- Inject your product at the buying moment
- Funnel demand to standard sizes and styles
- Add related items to orders
- Keep your product sold

You can turn your slide-chart project over to Perrygraf — and never concern yourself about technical problems or production. Perrygraf has designed and produced the vast majority of slide-charts used by American industry — over 6,000 copyrighted designs!



### Saving Salesmen's Time for SELLING

Catalogs, handbooks, data sheets, and scratch-pad calculations use valuable selling time — and often lead to errors or uncertainty. Perrygraf's Switch and Bus Insulator Selector produces accurate information at the twist of a dial. It can easily double the effective time of the salesman.



### Building Sales with Related Items

Here's how GE's Distribution Equipment Estimator adds related equipment to primary sales: Customer sets the slide-chart to Kilovolt Amperes, and gets GE catalog numbers for transformer, arrester, cut-out and other accessories. And the back of the slide-chart shows approximate prices, too. Thus GE sells auxiliary equipment as well as transformers.

# FREE!



### 35 years of Slide-Chart Know-How in Handy File Form

Now you can have exact, detailed knowledge of slide-chart selling — the background you need to help you use this modern tool at higher efficiency and lower cost.

Best of all: Perrygraf will keep your Idea Starter Kit up-to-date . . . mailing you useful data on Perrygraf Slide-Charts in action.

Your Idea Starter Kit will be mailed to you promptly . . . so write on your business letterhead today!

- Hand-picked samples — actual slide-charts used in your general field.
- Case-histories of successful slide-chart users.
- Attractive illustrated booklet — "7 Ways to Help Salesmen Get More Orders."
- Convenient form to help you outline your slide-chart problem.

### Here are some of the slide-charts Perrygraf has made for GE:

Air Circuit Breaker Selector • Aircraft Data Chart • Air Wall Heating Calculator • Arc Weldruler • Conduit Products Selector • Date Calculator • Diesel Switchruler • Filament Lamp Data Chart • Heat Loss Calculator • Hour Calculator • Insulating Materials Selector • Insulation Varnish Selector • KVA Calculator • Line Drop Compensator Setting Chart • Lighting Cost Chart • Motor Greasing Chart • Motorule • Radar Range Computer • Radiation Slide-Rule • Range & Signal Strength Calculator • REA Estimator Chart • Fluorescent Selector Guide • Appliance Spacer & Color Visualizer • Room Air Conditioner Selector • TV Range Calculator • Welding Electrode Comparator • Shop Cost Calculator • Spot & Stain Removal Chart • Watt-hour-Meter Retirement Chart • Mobile Maid Feature Comparison Chart • Office Cost Analyzer • Angle Rule • Radar Peak Power Calculator • Circuit Breaker Chart • Transformer Noise Calculator • Helicopter Data Chart

General Electric chooses Perrygraf for technical skill, design competence, production reliability. Let Perrygraf design sales-building Slide-Charts for you!

### SPECIAL OFFER FOR FAST ACTION

If you want action now . . . without obligation . . . write me today. Outline your sales problem and give us any convenient data. We will tell you promptly how your Slide-Chart can be made to solve your problem — using our know-how to increase its effectiveness and cut its cost. This offer costs you nothing — so write me today.

L. E. Perry, President

## PERRYGRAF CORPORATION

Founders of the Slide Chart Industry—over 6,000 copyrighted designs

Dept. 104—1500 Madison Street—Maywood, Ill.—Fillmore 3-0233

Dept. 104—150 S. Barrington Ave.—Los Angeles 49, Calif.—Granite 2-9541

Boston, Ivanhoe 4-4729 • Buffalo, Madison 6017 • Chicago, Fillmore 3-0233 • Cincinnati, Plaza 1-4218 • Cleveland, Academy 1-1199 • Detroit, Tuxedo 2-2472 • Kansas City, Victor 2-6580 • Minneapolis • Los Angeles, Granite 2-9541 • New York, Wisconsin 7-6906 • Philadelphia, Kingsly 6-3791 • Portland, Twinoaks 5165 • St. Louis, Harrison 7-1665 • San Francisco, Yukon 2-6641 • Seattle, West 8347

**PERRYGRAF**  
SLIDE-CHARTS  
Quick Facts for Stranger,  
Simpler Selling

# You'll Persuade Congressmen Faster If You Underplay Your Testimony

Remember when you seek passage—or rejection—of a bill that the common mistake of witnesses is to overstate their cases. Why didn't Congress believe auto makers?

BY JEROME SHOENFELD • Washington Editor

Forecasts of disaster strew the record of Congressional hearings. This is part of the routine of testimony offered by businessmen witnesses. If congressmen believed all the dire predictions they would have only a choice of calamities.

For example: A new law lets an auto dealer, who has been stripped of his franchise, collect damages if he can prove bad faith by the company, which, in turn, can defend by showing bad faith by the dealer. Among his milder forecasts as he testified in opposition, William T. Gossett, vice-president, Ford Motor Co., pictured supplier and dealer assiduously keeping book on each other as they prepared for the Day in Court. What, meanwhile, would happen to production, sales, servicing?

Before another committee Gossett had been testifying against another auto dealer bill: to prohibit "boot-legging": dealer sales in the second hand market, prescribing methods for charging freight, etc. The industry, he said, would be thrown under Government control. Maybe manufacturers would have to give up authorized dealerships and sell some other way.

He was talking to the bill's author, Sen. Mike Monroney (D. Okla.), who didn't believe a word of it. "These," said Monroney, "are hobgoblins," descended from an old hobgoblin line. At length, Monroney enumerated and described ancestor hobgoblins other witnesses had introduced him to during his Congressional career: utter collapse of the economy if there was to be a Security and Exchange Commission, Social Security, guaranty of bank deposits. Without success, Gossett tried to distinguish his own dire forecasts from the predecessors, to show that his were genuine.

In general, witnesses are calmer than they used to be 20 years ago,

Monroney notwithstanding. Legislative proposals in those days had a wider sweep and a louder ring so that, in presenting arguments for and against, witnesses were naturally more lurid. More important, Congressmen have grown blase and the lobbyists who coach the witnesses know it: To get it across at all, your prediction of disaster should usually be narrowed to the scope of the bill.

## Calamity Howling

"Most of the calamity howling," explained the lawyer to one committee, "the senators never even hear about. Except the chairman, they don't attend the hearings regularly and depend on the printed record. But this record is all repetition: each witness, you know, has to show his people he's doing his bit and to get his name in the record. The senators read the parts of the testimony we assemble for them. I can recognize puffing and I just don't mark it for anybody's attention."

To help gas station operators, who claim that their suppliers bully them, Rep. James Roosevelt (D., Cal.), put in a bill giving a franchised dealer a kind of property right in the dealership. The supplier would be able to cancel only for a cause specified in the contract. It was the general counsel for the House anti-trust subcommittee this time, not an opposition witness, who drew the consequences. He applied the bill to branches of commerce the draftsmen had never thought about. A shirtmaker tied to a particular department store as its local outlet would have a hard time substituting another retailer if the present one muffed. Sales structures would be set once for all in every industry that uses franchises.

Bills, especially those concerned with dealer relationships, aim to correct grievances. Sponsors, notably

those who want relief, must make a case and to do so draw sad pictures of what will happen to them if they don't get what they ask for. To stall such a bill, an opposition witness can effectively forecast counter-calamity. Like the House committee lawyer, he can show that, as drawn, it will hit innocent bystanders.

Next year, one Senate lawyer said, sponsors of the dealer relief bills will take this gambit into account. There will be a host of bills, all different, covering sales methods in different industries. To get anything through, he pointed out, you must exhibit somebody's distress. If you confine the relief to those who seek it, you've shut off some of the chief arguments of the opposition. If the lawyer is right, the law will get pretty complicated for a company handling many lines.

A bill, which passed the House overwhelmingly and failed by a technicality in the Senate, doesn't let you meet a competitor's price if, to do so, you must discriminate among your dealers. Watson Rogers, president, National Food Brokers Association, predicted that without it a lot of independent grocers will go out of business in the next year. "... Retailers today," he explained, "are handling groceries at a smaller margin than ever in history, so a small discrimination can destroy them." Only chains and super markets will survive. Henry Bison, Jr., associate counsel, National Association of Retail Grocers, pictured what will happen after this destruction has been consummated: "Four or five tremendous multiunit operators" will handle the whole country's farm produce. William D. Snow, counsel of the National Congress of Petroleum Dealers, summed it up in familiar language: "... the American system as we know it, the American ideals as we know them, will perish."

Spokesmen for grocers, drug store owners, tire dealers, produce merchants, etc., had a picture of national companies adjusting rates of profit, market by market, so as to prevent the slightest expansion by small competitors anywhere. Their high prices, where they met no competition, would subsidize cutting elsewhere.

With or without the bill, there is



# AN AD CAN BE SO STRONG IT'S WEAK

You look over the new ad the boys bring in for OK.

It's a strong ad.

It has *force*.

Boy, that's telling 'em!

You start to put your OK on the ad. You even grin as you think what old Snods, your biggest competitor, will say when he sees this ad...

...“whoa”, you say, and you pull back.

Are we advertising to Snods, or to our prospects?

How will this “strong” ad strike the men who have the job of selecting the best product in the field for their particular purposes? Will they, in their search for facts, dismiss this as mere brag?

What do you want *them* to say when they've read your ad:

“It just can't be that good!”

or “That sounds worth looking into—I'll bet it's even better than they say.”

The only ad that is really strong is the ad that is believed by the people who count—your good potential customers.

## THE SCHUYLER HOPPER COMPANY

12 East 41st Street, New York 17, N. Y.

Number 4 of a series we think needs to be written, even if we have to do it ourselves. Our business is to create advertisements, sales aids, handbooks and manuals that help our clients sell by helping *their* prospects buy.





**Oh, how he wishes he was in Peoria!**

This sales manager's test schedule should have been in Peoria. Peoria is a Burgoyne "Test Panel" city . . . a self-contained market as far from St. Louis or Chicago as Baltimore is from New York . . . within easy reach for market checks. Peoria Journal Star has more than 100,000 circulation with a 99.7% circulation ratio to homes in metropolitan Peoria.

"And when the testing's over and you're gunning for consumer dollars, you'll find 363,448,000 of them in Metropolitan Peoria!"

Represented nationally by Ward-Griffith Co., Inc.

**WKOW-TV**

1st in southern Wisconsin

**WKOW**

Wisconsin's most powerful radio station

*...If you're thinking of Wisconsin*



**See your  
Headley-Reed  
man for details.**

disaster. James W. Ross, assistant general manager, sales department, Standard Oil Co., (Indiana) testified that the "proposed law could make true competition something to be listed in the dictionaries with the note, 'archaic.'" His was the company, incidentally, that won the Supreme Court decision making it a complete defense of a discrimination complaint by the Federal Trade Commission that you're meeting a competitor's price.

Under the bill, Ross elaborated, a national company wouldn't long remain national. To meet a lower price, perhaps to a single small town customer, it would have to cut everywhere. It would be easy for a local producer to keep his price down just long enough to drive out the national company, which wouldn't be allowed even to defend itself, much less retaliate.

#### **Small Firms Devoured**

Because the bill failed, it's the small companies that, for the time being, will be devoured. It will be offered again next year—perhaps in revised form so as to cover selected industries. Doom may shift to Big Business. Both, according to the testimony, can't survive.

During every Congressional session, stern advocates of temperance, the dries, try to pass a law, which somehow just misses, to outlaw liquor and beer advertising. The enemies of drink want to stop the crime wave: "What else can you expect but an ever growing liquor-soaked teen-age crime wave in this country when day after day and night after night baseball games, prize fights, boxing matches, bowling contests . . . are presented with the compliments and best wishes of the big brewing interests . . . ?" That is from the statement of Sam Morris, Voice of Temperance, San Antonio.

Arthur P. Bondurant, vice-president, Glenmore Distilleries Co., Inc., fears the evils of prohibition. "Thus, the ultimate effect of the bill, if enacted, would be to create an opportunity for the bootlegger. It would create a shift from the legitimate to the illegitimate product, resulting in an increase in lawlessness. . . ." In this lawless era, brand consciousness, hard-earned good will, would go.

Thus both sides wanted to prevent crime which, according to one senator, committee members never discussed when they met to decide what to do.

"Without getting accurate figures, we just estimated the losses in revenue to papers and radio stations we

were familiar with. They need that money."

Congress passed a law that refrigerators be so made, hereafter, that an over-curious child trapped inside one, will be able to open the door and get out. Committee discussion was exclusively technical: How can we do it? No terrors were foreseen by anybody. But electrical appliance companies that make no refrigerators were scared. They instructed their Washington representatives to watch the bill closely.

Congress almost passed a bill to make it harder for companies to merge and will try again next year.

"We are now being swept along by a current," testified Rep. Wright Patman (D., Tex.) before the House Judiciary Committee, "which (if not checked) will end with a few giant corporations owning all the wealth of the country. The economic bust for which we are rapidly heading will not check this trend. When the wave of bankruptcies starts, it will be the smaller businesses that go bankrupt."

#### Auto Bill Sets Trend?

The bill giving auto dealers new grounds on which to sue their suppliers will probably be applied, with appropriate revisions, to other industries that sell through exclusive outlets. Dealer forecasts, if the bill failed, were trite: more bullying, more overloading of dealers' inventories, more bankruptcies. Unlike much scare testimony, Gossett's (of Ford) was carefully designed to fit what he was fighting, couldn't have been shifted to another committee room to oppose some other piece of legislation. Rep. Emanuel Celler (D., N.Y.) changed the bill a bit to meet some of his complaints.

An auto company may not coerce its dealers. Gossett wondered whether dealers mightn't take a salesman's enthusiasm for coercion and go to court. To please him, Celler fixed the bill so as to let salesmen talk, but Gossett is still worried: Just where do you draw the line between hard selling and threat? Courts are in the business of drawing lines.

As first drawn the bill required the company "to protect all the equities of the auto dealer which are inherent . . ." in his relationship with the supplier. Must companies guarantee a particular profit margin? Dealers complain most when new dealerships, too close to themselves, are created: Would new people no longer be allowed to enter the business? The word "equities" was taken out but Gossett never said that he is convinced.

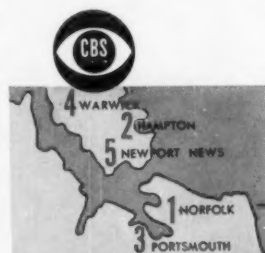
The End



There is nothing remotely "fishy" about claiming that WTAR-TV dominates five of Virginia's most dynamic markets. Buy their one and only "V" Station. All well within WTAR-TV's "Grade A" Signal and comprising America's 27th Market.

Here's how TELEPULSE for Nov. 1955 rates WTAR-TV's share of audience in Norfolk, Portsmouth, Hampton, Warwick and Newport News.

MORNING	AFTERNOON	NIGHT
WTAR-TV...81%	WTAR-TV...84%	WTAR-TV...77%
All others...19%	All others...16%	All others...23%



**WTAR-TV** CHANNEL 3 NORFOLK, VA.

Represented by Edward Petry & Co., Inc.



*"Western Virginia is a Self-Contained Market."*

says W. L. Reid, Vice President  
Clement Brokerage Company

"People in this area read and rely on advertising in the Roanoke newspapers. More than ever before, food retailers are depending on manufacturers to pre-sell their products. The position of the Roanoke newspapers in Western Virginia has never been more important to advertisers than it is today."

The Roanoke newspapers dominate the entire 16-county Roanoke market area. No other newspapers have significant coverage in this key market of Western Virginia.

Write for details to:  
**SAWYER, FERGUSON, WALKER COMPANY**  
National Representatives

**THE ROANOKE TIMES**  
**THE ROANOKE WORLD-NEWS**  
ROANOKE, VIRGINIA





**YOUNG MAN ON THE TRACTOR.** Tommie Scheider, age 2, is the future assistant general manager to his father, Delbert, in the operation of a typical Midwest "family farm."

## By 1975 his generation of farmers will feed 63,000,000 more people

Twenty years from now it will be Tommie Scheider's generation of Midwest farmers upon which the nation, bigger by 63,000,000 people, will depend for a large part of its food and fiber.

Midwest farmers, like Tommie's father, Delbert Scheider of Red Oak, Illinois, already are in the process of intensifying their "family farm" operations for the big job ahead. Scheider's father grossed about \$7,500 a year in his day. The same acreage currently produces a gross income of \$25,000 for Delbert. Plans for further intensifying the operation are likely to push the gross to \$45,000 well ahead of the time when Tommie is ready to take over.

The switch to new techniques that involve larger capital investments in mechanization, buildings, chemicals and complete home modernization, too, is general throughout the "richest farm market in the world."

It means the next 20 years belong to the Midwest, the Golden Area of agriculture—a golden opportunity for sales of everything it takes to operate the modern farm and home.

For mass coverage of this class market, advertise in the Midwest Farm Paper Unit, the first choice with readers, dealers and advertisers . . . one order, one plate at substantial savings in rates.



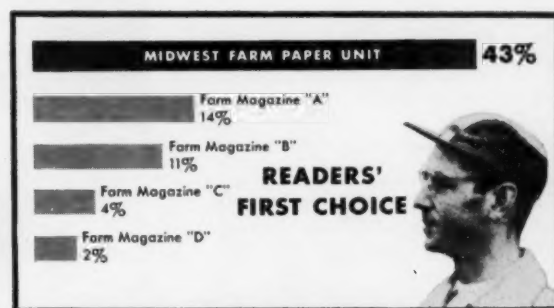


**SCHEIDER SPECIALIZES IN HOGS AND POULTRY.** Acreage is kept in intensive corn-oats-clover rotation to provide pasture for hogs. In his new

laying house, with automatic feeders and waterers, Scheider keeps a flock of some 700 hens.



This may not look like a board of directors meeting now but it won't be long before Tommie, 2, and Joyce, 3 months, voice their opinions and assist their parents in operation of the business. Mr. Scheider is an Iowa State College graduate; his wife, a former school teacher.



**THE MIDWEST FARM PAPER UNIT IS FIRST CHOICE** with farm families like the Scheiders. A survey of 6,049 Midwest farms—supervised by Batten, Barton, Durstine & Osborn, Inc.—shows Midwest Unit Farm Papers preferred better than 3 to 1 over the second ranking farm publication.



**THE FAMILY FARM** today is quite different from that of Grandfather Clinton Scheider's generation. It requires more capital for such equipment as this automatic electric grain grinder and power wagon.



Adding new buildings and remodeling other structures is a continuing program on Midwest farms. Here the Scheiders are erecting a pole-type brooder and baby pig house purchased from a Freeport, Illinois, agent.

Advertise <sup>most</sup> where **FARMING IS BIG BUSINESS AND GOOD LIVING**



**MIDWEST Farm Paper UNIT**



**SALES OFFICES AT:**

35 E. Wacker Drive,  
Chicago 1... 250 Park  
Avenue, New York 17,  
New York... 110 Sutter  
Street, San Francisco 5...  
672 South Lafayette Park  
Place, Los Angeles 57.



1.

1. H-P's manufacturer representatives believe strongly in taking machines to the customer's door for demonstration.

2. Road shows require careful organization. Here a crew is unloading for a stop in Los Angeles where more than 300 technical men are the expected guests and prospects.

3. Trailer setups are a sure-fire attraction for the skilled technicians who are the users of H-P instruments.

4. H-P finds trade shows are good places to meet prospects. This exhibit at the New England Radio Engineering Show is typical.



2.

If you should happen, one of these mornings, to have business with a certain large aircraft company on the West Coast, you would take for granted that accessibility to the plant is limited and rules for visitors pretty strict. You have had ample evidence of it in obtaining earlier interviews there.

So it might startle you to see a man you later learn is a sales representative for the electromatic instrument manufacturing firm of Hewlett-Packard, Palo Alto, walk quietly in and, without any formality, apparently enjoy the freedom of the plant. Everyone knows him. He has access to the top technical and production personnel. If you followed this man about, you might be even more surprised. Not only is he obviously regarded with high esteem, but in laboratories, offices or production areas he is treated as if he were a member of the company's own engineering staff.

He is, in fact, the only outsider who has a pass which gives him access to all parts of this plant and to any man in the company he may wish to see. He has won this unusual freedom by his contributions to the operations of the company.

The way this salesman's firm ap-

proaches selling, advertising, production and market development is as new as its field — the electronics industry.

"Whether it's a sales problem, promotion of a new method of measuring, or instrumentation needed in a certain field, we start without preconceptions," says Noel Eldred, sales manager for H-P. "We do not reject tradition where it exists, but we see no reason to be bound by it."

Started in a garage in Palo Alto in 1939 by William Hewlett and David Packard (now vice-president and president respectively), H-P today has 900 employees in its modern — even modernistic — plant. Its annual volume of sales is \$15 million. (See, "We Train Agents to Sell Benefits, Not Electronic Test Equipment," *SALES MANAGEMENT*, Jan. 15, 1950.) It is today the largest manufacturer of this kind of equipment in the United States. Its growth since World War II has been just about twice as fast as that of the industry.

The company has always made equipment to measure the invisible. Present production offers practically a complete line of instruments to make measurements in the electronic

research laboratory — about 300 different kinds of apparatus, all to observe phenomena beyond sense perception.

The people who use these instruments are the electronics engineers of firms such as Western Electric Co., Inc., and Radio Corporation of America. The sale of this equipment must be made to an engineer or a group of engineers. The sales representative making the presentation must talk the technical man's language and be in a position to grapple competently with his most difficult problems. How do you find such men?

Hewlett-Packard has about as sophisticated and skilled a group of sales representatives as you will find in industrial selling in this country. But they are not on the H-P staff. The company has no direct selling organization. The sales office, headed by Eldred, consists of a small nucleus of scientifically educated and technically trained men whose responsibilities do not include customer contacting. This is done by the field personnel of 15 manufacturer representatives within the borders of the nation and 20 more in various parts of the free world.

These representatives are all inde-

# as Fast as Your Industry

An interview with **NOEL ELDRED** • Sales Manager, Hewlett-Packard Co.



3.



4.

Hewlett-Packard Co., makers of electronic measuring instruments, is out-pacing its industry through a four-point management program:

1. Anticipation of future customer needs.
2. Quality products "at the right price."
3. Modern sales and distribution methods.
4. Advertising to reach both present prospects and to explore for new markets.

pendent operators. They are not financed in any way by H-P. They work on a commission basis. They initiate their own selling procedures within the framework of H-P policy. They set up their own offices and staffs and are in every sense in business for themselves. Yet in essence they are complete regional sales managers for H-P. They hire, train and manage the salesmen who go out and sell the company's products. And they provide whatever services are needed in their territories for H-P customers. Like any other manufacturer representatives, they handle and promote complementary — but of course not competitive — products.

They differ from the traditional manufacturer representative in size and scope of their agencies. Usually such representatives have an execu-

tive personnel of one or two men, a secretary and a couple of desks in a 20' x 20' office. The H-P agencies average two offices in a territory, with a staff of 10 to 20. The largest serving the Far West has a staff of 50 and offices in Los Angeles, San Francisco, Sacramento, San Diego, Phoenix, Albuquerque and Los Cruces.

Hewlett-Packard did not find its M-R organizations ready-made. For example, when this big Far West agency started selling for H-P, it had one office and a small staff in Los Angeles. With H-P's encouragement, it grew and met the challenge of a new industry faced with some unusual selling problems.

"It is the accepted course," Eldred says, "for a small firm to place its distribution in the hands of representatives and rely heavily on their

assistance. Normally, when the firm achieves size and success, however, the tendency is to set up its own sales force. We have no plans in that direction because we are more than satisfied with the results we are getting."

Officials of H-P are quick to admit the familiar criticisms of this kind of selling—it does cost more. Companies the size of Hewlett-Packard that operate on a direct selling basis have sales costs of from 7% to 10%. The H-P setup costs between 12% and 13%. "We pay more, yes—but we believe we get a lot more."

What are the gains? First and most important, Eldred says, it is possible to attract better trained, higher-caliber men. The fact that the business is their own provides a strong psychological and financial incentive.



## VOLTMETER COMPETITION

TABLE II

Maker	Model	Voltage Ranges Full Scale	Frequency Ranges	Input Impedance	Accuracy	Output Amplifier	Special Features	Theory	Scales	Accessories	Price
H-P	400D	.001 to 300 V 12 ranges	10 cps to 4 mc	10 megohms to 15 mmfd 1-300 V; 24 mmfd below	2% 20cps - 1 mc 3% 20cps - 2 mc 5% 10cps - 4 mc	.15VRMS, 50 ohms. Frequency response same as "accuracy". Use with vm.		Amplifier, feedback, rectifier, average reading.	Linear volts, log DB, 10 db ranges	hp 470A-F shunts, hp 454A, 452A dividers	\$225.00
Sp. Service Electronics	300	.01 to 100V 5 ranges	10cps to 150 KC	1/2 megohm and 30 mmfd	2% to 100 KC 3% above	30V max, 70DB max, $\pm 1$ DB, 15 K ohms	Amplifier Gain Control	Log meter, average reading	Log volts, linear DB, 30DB ranges	Shunts, multipliers and Decade amplifier	\$210.00
M. J. J. Electronics	310A	.001 to 100V 6 ranges	10 cps to 2 mc	2 megohms, 15 mmfd; 8 mmfd on .1 and above	3% 10 cps to 1 mc, 5% above	1V max, 500 ohms, $\pm 1/2$ db, 60 db max.	Meter bias for Null Detector	Log meter, average reading	Log volts, linear DB, 20DB ranges	Shunts and multipliers	\$235.00
P. J. J. Electronics	314	.01-1000V with probe, .001V less probe, 1 range	15 cps to 6 mc	11 megohms 6 mmfd. Less probe: 1.11 megohms 25	3% below 3 mc, 5% above.	1V max, 600 ohms, 60 DB max, $\pm 1/2$ DB, center range, $\pm 7$ DB, over 10		Log meter, average reading	Log volts, linear db.	None	\$285.00

**LOW-DOWN ON COMPETITION:** Every man who sells for Hewlett-Packard gets a cross-bar chart like this which summarizes the main features of an H-P instrument and

follows with an analysis of similar instruments made by competing companies. These sheets are typical of the hard-facts sales aids which fortify the sales skills of H-P men.

There is a greater coverage of a specific area since more men are in the field than would otherwise be justified by H-P's volume. Other lines are supplementary, thus the salesman is more valuable to the customer, since he is performing a wider consultant type of service. A higher level of supervision is obtained on the local level. Also there is a degree of decentralization which patterns the selling to the area rather than to the central office.

Finding the right men to represent H-P and to sell the special group of prospects using its unusual instruments has been from the start one of the company's major problems. H-P has found it necessary to work with men who are first of all electronics engineers and, in addition, have the drive, the personality and the desire to be salesmen.

Eldred says, "We must look for such qualities as drive, the ability to operate independently and to plan one's life, right down to the month, week and day. We need men who can handle new situations. They have to like and know how to get along with people and have an instinct for serving them. Men who choose professions such as electronics do not usually possess these characteristics. More often they tend to be introverted.

Often it takes six months or more before H-P and its representatives are sure they have a man who measures up to specifications. In general those chosen have had no previous selling experience. Above all H-P has looked for "that dynamism in his thinking

that marks a man as a leader." Says Eldred, "When you find an organization that is successful beyond the average, you will always discover someone running the show who has the active qualities of leadership."

Another problem emerges after the right men are found. Even though they have the required electronics education, they may not know much about instrumentation. The company relies to a great extent on the representatives in the field to do the fundamental training job. "The men who represent us must know how to handle, motivate, and train people," says Eldred. But H-P offers thorough training facilities, both at the Palo Alto headquarters and in the field.

Once a year there is a three-week training course for new salesmen. They are taken through the whole range of instrumentation, given operating experience on the equipment and information about the technical and sales features. The practical work is supplemented by lectures and demonstrations. Ten to 20 candidates a year go through this course.

Once a year the entire sales group comes to the factory for a week-long orientation program which stresses new developments of the preceding 12 months, new instrumentation, new methods of measuring electronically. Still another program, held annually, is a kind of refresher course for the sales engineers who have been out in the field for several years. On a selective basis they are invited in and brought up-to-date.

To help the representatives in their own training of the men and to keep

them at peak efficiency, the company has a field program. When a new instrument is produced H-P sends out factory sales engineers to spend a day or more with each sales group. They assemble technical information for the men in the field, prepare comparative analyses (H-P vs. competitive instruments). They talk to customers on the telephone and occasionally serve as trouble-shooters.

Going out with a new instrument is one of their important duties. The instrument is set up on a transit case and, with the man, flown on tour. The field men are brought to logical centers in groups of about 10 and are shown the new equipment, its uses and selling points. This contact between factory and field men proves to be a two-way street since it helps the factory men to become more familiar with field conditions, salesmen's problems and the salesmen themselves.

Instead of telling its representatives how to sell, H-P provides the most practical sales tools it can devise and lets them apply their initiative and imagination in using them. Sales aids include catalog information and special literature about the various H-P instruments or groups of instruments. None of it is "selling" material in the ordinary sense. The approach is objective and factual. The appeal is strictly to the customer's intelligence, knowledge and ability to compare evidence of performance.

Take, for example, a current bulletin known as the "H-P Sales Amplifier," presenting competitive information on the H-P model 400D





## Arvin heater gets a sales advantage from a single piece of glass

*(How can glass help build your volume?)*

It's a beauty, isn't it—this new Arvin PYREX panel electric automatic heater? To see one is to want one.

This slim design is new in both looks and heat comfort. It heats like the sun heats, with clean, healthful, infrared heat.

The PYREX panel, right out there in front, is the heart of this new heater. It not only contributes to the beauty of the unit. *It's the radiant heating ele-*

*ment itself—safe, effective, efficient.*

This panel is glass—the only radiant heating glass backed by the PYREX trademark and by the Corning Glass Works warranty against failure due to defects in the glass.

We'd like to talk with you about what this remarkable electrical-conducting glass, or any other PYREX brand glass, can do to give you important extras in performance, appearance, and

sales appeal.

The PYREX brand glasses are robust materials—heat-loving, always new-looking; and they carry the added appeal of a trademark that everyone knows and respects.

A session with our glass specialists might bring you closer to your next best-selling line. Let's get together. Write, wire, or phone Corning Glass Works' Appliance Parts Department.



**CORNING GLASS WORKS, 38-9 Crystal Street, CORNING, N. Y.**

*Corning means research in Glass*



JOHN BURGOYNE

**Remember the taste** of maple syrup on pancakes and waffles when you were very young and your taste-buds hadn't been introduced to Martinis and tobacco? A progressive food laboratory recently developed a powdered maple flavor, put up in a handy envelope, for making table syrup. It's easy and quick to add sugar and water and make a very flavorful product, and housewives can stir up only enough for one day's use if they wish, saving storage and spoilage. The inventors figured dealers would like the small shelf space needed, plus the no-breakage and no-spoilage angles. Burgoyne ran panel tests in Rockford, South Bend and Tacoma, found dealer and consumer acceptance high, and you can probably buy this confection in your own friendly (who threw that!) super-super-super right now.

• • •

**In spite of** the monumental promotion of electric razors, there are millions of men who still remove their whiskers with conventional razors and lather. A manufacturing chemist who wanted a share of the shave-cream market developed a good; efficient suds and packed it in a pressure can to make everything easy. Burgoyne was enlisted to run panel tests in Roanoke, Indianapolis and Columbus. Result—not good enough to put the product in the big money. When you have a new item you want to try out at a minimum of cost, Burgoyne is the lad for you to see—he can give you straight dope at low-down cost. Today is the day to find out what Burgoyne can do for you.



vacuum tube voltmeter. First the 400D is described in a single brief sentence. Its purpose is outlined in a second sentence. Then there are two columns of text headed "Sales Mover" and "Because." For example, "Sales Mover" No. 1 reads: "Exceptionally long-term stability" . . . and under the opposite "Because" column head . . . "60 db of midband feedback." There are 22 of these "sales movers" with brief technically stated supporting evidence of the statement.

Next follows an analysis of competing products in the same category. A table is provided summarizing 21 A.C. electronic voltmeters "to give the over-all market picture," including instruments which are competitive with the new 400D. The statement is made at the start: "Strong competition is provided by X; all other companies are relatively unimportant." The X competing instruments are then minutely analyzed in about seven pages of text and diagrams.

To supplement these exhaustive data the company provides models of its instruments for the representatives to purchase and use in demonstrations. The company encourages its regional representatives to schedule showings of the instruments, invite customers to see them in operation. These group demonstrations, which may bring together key technical men from a single large company or from several companies in an area, may be staged in various ways. Generally they take the form of an "Open House" held at the representative's headquarters, or a "Road Show," a comprehensive display taken to different locations.

#### Selling on Wheels

When a new instrument is involved, engineers and sales engineers from H-P headquarters are sent out to help the M-R's and update information between factory and territories, again a two-way street of communication. One representative uses what he calls a Mobile Lab for these excursions. Another sets up a display in a house trailer. Another puts a compact one- or two-instrument exhibit into the trunk of a salesman's car. Still another sends several salesmen on tour with demonstration equipment in cars, vans and a covered wagon.

Last year H-P spent \$150,000 to advertise its instruments in both vertical and horizontal publications. The 1956 budget is approximately 20% higher. The company management looks on its advertising as a sales promotion activity, believes that "it pays

to do a good job, an intensive job." Copy is as objective, factual and comprehensive as the literature. Prestige and "trick" advertising is avoided. Text and illustration are developed on the basis of selling a single instrument rather than the entire line. Each individual advertisement encompasses the fullest possible data and reasons to buy, plus the price.

Each advertisement is designed "to do the whole job and close the sale," Eldred explains. "Yes, we load the ads up with copy—but we have every reason to believe they are read. The people we are aiming at want to know the things we tell them in the text." L. C. Cole Co., San Francisco, is the advertising agency, with Robert Orr as account executive.

To get the benefit of what Eldred calls "a double exposure" to the advertising, reprints are supplied to representatives for mailings, calls and follow-up.

#### Broader Ad Coverage

H-P advertising has been directed principally to the electronics industry. Lately H-P has been getting good results by expanding this coverage into horizontal publications to develop a wider interest in electronic measurement and promote it in a broader field. For example, it has gone into *Aviation Week* to "talk to the whole aviation industry" instead of just to its technical men who are reached through such magazines as *Electronics*, *Electronic Design*, *Tele-Tech & Electronic Industries*, *Western Electronic News*, *Review of Scientific Instruments*, *Instruments and Automation*, and *Proceedings of the Institute of Radio Engineers*.

Probing for new applications outside the electronics field, the company has begun to use publications such as *Automatic Control*, *Scientific American* and *Business Week*.

Significance of this promotional expansion is pointed up by the growth of the company as a result of increased use of H-P instruments in general and (2) markets created by new equipment.

Eldred states, "At least half of our sales volume today comes directly from instruments introduced during the last two years."

Summing up, Eldred sees successful operation in such a field as dependent on four main factors:

1. High quality instruments at reasonable prices.
2. A realistic selling and distributive program.
3. Well-planned advertising.
4. Alertness to new market needs.

The End

Whether you're from **HARVARD** or **HARDKNOCKS**



IF YOU ARE A **USER** OR A **SUPPLIER**  
YOU SHOULD BELONG TO **POP AI**

Counter displays, floor displays and signs of every type, racks, self-service counter and floor dispensers, motion and sound displays, electric-lighted displays, and other novel ideas too numerous to list, constitute an important part of successful advertising and sales promotion programs. They are the sales clinchers that draw the consumer to your product.

POP AI is devoted to this part of your program so if you are an advertising manager, sales executive or merchandising man, you should belong to POP AI where the latest and most effective techniques are being continually evaluated and new ideas developed.

In POP AI there is a sharing of knowledge between the users and the suppliers of the Point of Purchase material.

To learn of the advantages of being a member of POP AI write for our twenty-eight page illustrated booklet by using the coupon below.

## POINT-OF-PURCHASE ADVERTISING INSTITUTE, INC.

11 West 42nd Street, New York 36, N.Y.



If you are in sales, advertising or merchandising—you should be a member of POP AI. Use this coupon to get full details.

Norton B. Jackson, Executive Director  
Point-of-Purchase Advertising Institute, Inc.  
11 West 42nd Street, New York 36, N.Y.

SM-9

Please send your booklet M on membership and other information.

NAME.....TITLE.....

COMPANY.....

ADDRESS.....

CITY.....STATE.....

Something  
goes into  
this box  
besides  
disinfectant.



## NATIONAL FOLDING BOX

COMPANY DIVISION  
FEDERAL PAPER BOARD COMPANY, INC.

**SALES OFFICES:** CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.  
**FOLDING BOX PLANTS:** BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.  
**PAPER BOARD MILLS:** BOGOTA, N.J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.

## EXECUTIVE SHIFTS IN THE SALES WORLD

### The Atlantic Refining Co. . . .

J. H. Picou to director of marketing research.

### Beech-Nut Life Savers, Inc. . . .

J. Strafford Ellithorp, Jr., to president of newly merged Beech-Nut Packing Corp. and Life Savers Corp.

### Ford Motor Co. . . .

Five regional sales offices and managers of Special Products Division: John F. Conners, Jr., mgr., Eastern Region; O. L. Wigton, mgr., Central; C. H. O'Donohue, mgr., Midwest; George P. Montagnet, mgr., Southern, and L. T. Kouns, mgr., Western.

### Lewyt Air Conditioner Corp. . . .

Stanley Silber to director of sales.

### P. Lorillard Co. . . .

Harold F. Temple to v-p, director of sales; Manuel Yellen to v-p, director of advertising and marketing, a newly created post.

### Royal McBee Corp. . . .

H. C. Davis to v-p, marketing.

### Minneapolis-Honeywell Regulator Co. . . .

Herbert D. Bissell, director of merchandising, sales promotion and advertising to corporate v-p.

### Silent Glow Oil Burner Corp. . . .

James A. Woodburn to v-p, general sales manager.

### Skyway Luggage Co. . . .

Albert W. Ricker to national sales manager.

### United States Time Corp. . . .

Melvin E. Winn to sales manager.

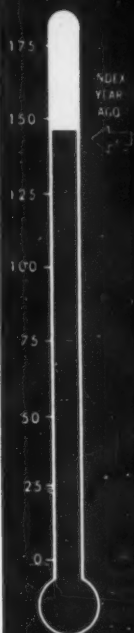
### The Wooster Brush Co. . . .

Jay B. Harris to sales manager, Specialty Division.



# Advertising goes

## BUSINESS WEEK



The importance of the executive audience—and Business Week's unique influence on this audience—are dramatized by this fact:

For 18 consecutive years, Business Week has led all general-business magazines in total advertising pages... and for the past 8 years, all of America's great general-consumer magazines as well.

### The Top 8 Magazines in America TOTAL ADVERTISING PAGES—FIRST HALF OF 1956\*

1. BUSINESS WEEK . . . . .	2,984
2. LIFE . . . . .	2,329
3. THE NEW YORKER . . . . .	2,325
4. THE SATURDAY EVENING POST . . . . .	1,905
5. TIME . . . . .	1,841
6. NEWSWEEK . . . . .	1,638
7. U. S. NEWS & WORLD REPORT . . . . .	1,636
8. FORTUNE . . . . .	1,018

\*Source: Publishers Information Bureau  
(excludes trade, technical, and industrial publications).

A MCGRAW-HILL PUBLICATION

TWENTY-FIVE CENTS

# where advertising pays



IT HAS BEEN 15 YEARS since E. D. Maloney, vice-president and general manager, Northern California Area, Pa-

cific Telephone, has played golf, longer since he went hunting or fishing. But he's an expert stone mason and chef.

## "You Mean, You Don't Play?"

Take a good look at the rock work in the picture. Each brick, each rock and flagstone was set in place and mortared by the hands of E. D. Maloney, vice-president and general manager of The Pacific Telephone & Telegraph Co., San Francisco. He is a past president of the San Francisco Sales Executives Club and has been active in National Sales Executives, Inc., for a long time. Recently

he was elected vice-president of the San Francisco Chamber of Commerce.

These are only a few of the extracurricular activities of this man in his early fifties, known to his associates as a hard-working executive who gets things done, who never misses a day at the office. Some of them wonder out loud how he does it, how he keeps it up, how he remains relaxed, good-

humored under the tensions of the day.

SALES MANAGEMENT accompanied him to his week-end cottage at Rio Del Mar on Monterey Bay. We had a suspicion he let down when he arrived there, sun-bathed, snoozed, maybe fished or golfed a little. Not so.

"I have no formal program of relaxation," he confided. "It has been

### Emile D. Maloney . . .

. . . started with The Pacific Telephone and Telegraph Co. in 1925 as a salesman. He attended law school at night for four years at Oakland College of Law where he received a Bachelor of Laws degree in 1929. He became general sales manager of PT&T in 1941

and in 1949 was appointed general manager for the Northern California and Nevada Area of the company. He was elected vice-president in 1953 and appointed to his present position.

A resident of Oakland, he continues to hold office and membership in a number of civic, fraternal and business organizations.

# How to create a customer

It's no trick to find prospects for your product.

But finding *customers* is another matter. Customers have to be created. It's a process of turning cold group statistics into living individual people who believe that your product is best for them, or for their company.

A customer is not created with the first sale either. It takes little genius to offer special prices, allowances, tie-ins or premiums to stimulate one purchase. The hard part comes in getting the purchaser to buy again and again—from you.

What can your advertising agency do to help you turn prospects into customers?

Your agency should be able to get beneath a prospect's statistical being and into his mind and emotions. You have to *know* him. Not just where and who he is but what and how he thinks—especially what he thinks about your company and product. Until you know these things you can't translate your product into terms that interest him.

The first step then, is often market research. Many advertising agencies today are exceedingly well staffed and equipped to perform market research for you (certainly we are) or have affiliations with marketing specialists.\*

The second step is corporate self-analysis and in this a solid and independent advertising agency can be invaluable. Your advertising agency's role should be somewhat the same as a wife's—affectionate and loyal, but plain-spoken and even occasionally a little doubting.

Those days are gone for most industries when a good product and good service were thought sufficient for sales leadership. Markets are too big, competition too intense, buyers too fickle. Quality and service are hardly ever the sole possession of any one competitor.

But corporate personality is. If you know what your prospects *really* want to know about your products and your company; if you know what *really* distinguishes you from your competitors; if your adver-



tising *really* tells the kind of a company you are—then you have a competitive advantage no one can take away from you.

We are helping some 70 outstanding companies build and keep this kind of a competitive edge. Perhaps we can help you.

*\*As a marketing-minded agency, so strongly do we believe that good advertising is built on solid facts that we operate an affiliate organization, Marsteller Research, Inc., devoted exclusively to market research and analysis. Further, we retain as staff consultants, Professors James Hawkinson of Northwestern, Charles H. Sandage of Illinois, Lincoln Clark of N.Y.U. and Melvin Anshen of Carnegie Tech—all acknowledged marketing authorities.*

## Marsteller, Rickard, Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH  
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

## TEXAS' BUSIEST SALESMAN



**250,213** Combined Daily\*

**229,613** Sunday\*

\*Source: ABC Audit Report March 31, 1955

**FORT WORTH STAR-TELEGRAM**

AMON G. CARTER, JR., President and National Advertising Director

**LARGEST CIRCULATION IN TEXAS**

without the use of schemes, premiums or contests —

"Just a Good Newspaper."

15 years since I played golf, longer than that since I went hunting or fishing."

"You mean, you don't play?"

"Well," he smiled, "that depends how you look at it. Relaxation, for me, is largely confined to working around my garden at home and here at my week-end cottage."

"Working around," we discovered, meant building rock walls and patios; gathering and cutting stacks and stacks of driftwood for the fireplace which burns almost constantly during winter week-ends—and many other activities which some would consider chores and few would find exactly relaxing. Yet heaving rocks around can sweat a lot of tension out of the system, and concentration on the craftsmanship required to persuade rocks or bricks to "set" as they should leaves no room for worrying over what was or was not accomplished on the job.

### Steak to Salmon

"Yes, the business pace today is strenuous," E. D. conceded, although his attitude does not show it. "Each man in a position of responsibility must find that balance between diligent attention to the job and occasional relaxation which best fits his personal health and physical well-being."

"Constitutionally, some individuals are more relaxed and freer of tension than others," he observed, adding that "their program may well differ from that of the person who constantly operates with 'the bit in his teeth.'"

There's nearly always a barbecue going on at Rio Del Mar—on the open hearth indoors in inclement weather, on the outdoor barbecue, or in the Maloney "barrel" barbecue, described by E. D. as "a sort of poor man's Chinese oven." Actually it's a 50-gallon charred oak whiskey barrel with a hinge lid, grate and grill. E. D. finds that it works exceptionally well and the family and countless guests agree, for they have enjoyed many barbecued treats.

A chore? Not at all. "As official 'chef,' I find a lot of pleasure developing new and different uses for the barrel barbecue," he told us. "One advantage is that the other outdoor work—the amateur masonry you see in the rock wall, driveway and patio—can frequently proceed simultaneously with the cooking."

A glutton for work, wouldn't you say? But E. D. finds it relaxing—"not dramatic or exciting but, as I implied awhile ago, relaxation is largely a matter of to each his own."

The End

SALES MANAGEMENT



# Showcase Specials by Gair



**NEW FRAME-STYLE GIFT SETS.** Cannon Mills of Kannapolis, N. C., adds sparkle to gift sets with Gair-Reynolds Gold Foiline.

Thin strips of gold printed in Cannon's diamond motif frame the towels attractively. The same pattern is carried out on the gold Foiline cover in simple black and white or dark and light grey.

Cannon is pleased with the attractive appearance of the new family of four gift sets which, incidentally, took a merit award in the 1956 Folding Paper Box Association competition. But they also like the easy assembly—with simplex full telescope covers and frame style bottoms.



**REPRODUCING THE "SKY BLUE WATERS."** A good looking letterpress job on Gair's ACM clay-coated board won these Hamm's beer carriers a merit award in the 1956 Folding Paper Box Association competition.

The winning cartons feature 4-color reproduction of Hamm's "From the land of sky blue waters" theme. The can carrier, by the way, is of special Rockwell construction and the bottle carrier features a 4-ply handle glued inward for easier carrying.



**COLORFUL CARTON SELLS CRACKERS.** Sunshine Biscuit's slender new Banquet Crackers make their sales debut in this distinctive Gair carton.

Clear lifelike reproduction of a full color photograph displaying a formal dinner setting carries a good part of the selling load. The realistic effect is achieved by Gair's 150-line screen gravure printing on white clay-coated stock. (The photo, incidentally, was supervised by Gair's Art Staff.) A rich cerise background sets off the photograph.

If self-service selling is a major part of your marketing problem, talk to a man from Gair.

FC.6.4

**Gair Package Analysis** is a service designed to blueprint a package that will fit your product, your packing and shipping methods and your market. Write us at 155 East 44th St., N. Y. 17, N. Y.



## GAIR

creative engineering in packaging

FOLDING CARTONS • SHIPPING CONTAINERS • PAPERBOARD • KRAFT BAGS AND WRAPPINGS  
Robert Gair Company, Inc. • 40 mills and plants in the United States and Canada



# "People depend on business



With time out for duty with the Army Air Force during World War II, Eugene Raven spent the first 10 years of his business career with newspapers, including the *Omaha World Herald* and the *Des Moines Register and Tribune*. Late in 1944 he joined United Air Lines as Assistant Advertising Manager. Today he is Director of Advertising. When Mr. Raven recently agreed to discuss business publications with us, we promptly flew (via United Air Lines) to his Chicago office. Here are the highlights of the discussion which followed.

**Q What is the early history of United Air Lines?**

**A** United is actually the outgrowth of four different companies. The first, Varney Air Lines, was started in April 1926. Close on its heels came Pacific Air Transport, National Air Transport, and Boeing. All four were merged to form United Air Lines in 1931. Our company, as presently organized, was incorporated in 1934.

**Q At what point did advertising enter the picture?**

**A** Very early in the game. Offhand, as early as 1928.

**Q What has been your basic advertising philosophy?**

**A** We have always been a firm believer in the value of advertising, and we have operated on the basis that we are willing to spend an advertising dollar if it attracts more dollars to the business.

That was our policy even in our early years, when other airlines considered advertising a questionable expense.

**Q What was the general purpose of your early advertising?**

**A** In those days the big job was to convince people that it was safe and economical to fly. We had both fear and fare to overcome. You must remember that in the late 20s a passenger was a fellow who sat on the mailbags if there was room enough for him. Airplanes were designed to carry mail, not passengers.

**Q What accounted for the change in attitude about passenger traffic and the development of passenger planes?**

**A** Despite the early fears of flying and the \$400 fare coast-to-coast, hardy individuals demanded the speed of air travel in emergencies. Quite a contrast when you figure 36 million people will fly this year and coast-to-coast fares are as low as \$80.

**Q Were your first advertising activities of a localized nature?**

**A** Yes. Our first advertising was in newspapers.

**Q When did United first enter into business paper advertising?**

**A** We first started using business publications in 1939.

**Q What is the objective of your business publication advertising today?**

**A** It is twofold. A large portion of our business paper advertising is directed toward freight sales, the rest toward passenger sales. On the freight side, we use both horizontal and vertical publications to reach our customers and prospects. We do, however, try to concentrate our efforts to reach those specific industry groups which account for the major part of the freight we carry. Machinery parts and tools, for example, are two of the major sources of our freight revenue. The story we have to tell is a big and important one. We must make known to those readers the services of United available to industry—new and improved equipment, more and faster schedules, special facilities for handling various types of freight, and the like.

**Q To whom are your freight messages addressed?**

**A** Basically to manufacturers and shippers—but in addition to those people, we are interested in reaching purchasing agents, for they also dictate the method of shipment to a very large extent.

**Q And how about the passenger side of your business paper advertising?**

**A** On the passenger side the job we have to do, in simplest of terms, is to sell seats. To do this we not only talk directly to prospective passengers through national magazines, but also to some 2000 travel agents through their own trade publications. It is the responsibility of the Advertising Department to keep these agents, who are a very real part of our sales force, fully informed about the things we have to sell the traveling public—such things as new types of equipment, new nonstop schedules, and holiday tours. We have found from experience that the best way to get this information across is through the use of various business publications.

# publications to keep informed..."

**Q** You of course supplement such advertising?

**A** Oh yes. We use direct mail and make numerous personal calls, but business publications carry the bulk of the load.

**Q** What do you consider to be the highlight of United's advertising history?

**A** Well, the first thing that comes to my mind is the advertising campaign which announced the introduction of stewardess service, which incidentally was in itself an industry "first." Another is the fact that United was the first airline ever to use magazine advertising.

**Q** Just when was that?

**A** About 27 years ago. And we have advertised in magazines constantly ever since then; even during the war years, when the only thing we had to talk about was what we thought would be the airplane and the airport of the future.

**Q** How many business publications do you use at the present time?

**A** My answer depends on just what your definition of a business publication is, but if you include any magazine edited to appeal to the men and women within a certain industry or horizontal industrial group, the number is approximately 50.

**Q** How do you determine your advertising appropriation?

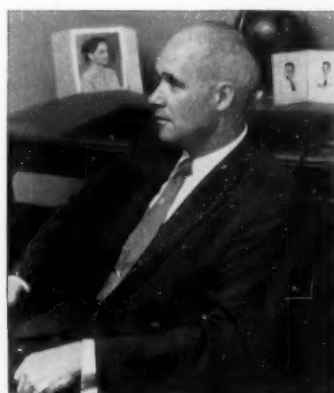
**A** We first determine the job to be done and relate the cost of doing that job to anticipated growth and volume. Naturally, there must be a sound relation between the amount we spend and the amount we take in; but we do not believe in appropriating a set percent of gross and then trying to figure out how to spend it.

**Q** Do you believe that advertisements in themselves are important to the reader of a business publication?

**A** I definitely believe they are. An advertisement properly prepared will give the reader additional information to that found on the editorial pages.

**Q** Do you believe that business publications are increasing in their importance to the advertiser?

**A** Yes I do, and my reason for believing so is that business publications are becoming increasingly important to the reader. People depend on business



publications to keep informed of developments and trends within their business or industry, and because the reader has high interest in the publication, an advertiser has an opportunity to talk to him about new and improved products or methods, or new and improved tools or materials, at a time when he is actually seeking such information.

**Q** Do you feel that business publications are meeting their responsibilities to the industries they represent?

**A** I think they are. Not only are they doing an excellent job, but they are increasing their value through editorial research. From their vantage point within an industry, editors are able to take a broad, impersonal view of trends and developments. They can dig, probe and compare; then interpret and report

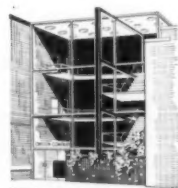
their findings in a way that is both interesting and, more importantly, useful to the reader. In this way business publications are making major contributions to industry.

**Q** What are your views on the subject of frequency?

**A** We firmly believe in consistent advertising. We believe we must come back month after month with a continuing story about the services we have to offer, the various uses that can be made of those services, and their advantages. We never know just when a customer or prospect will be ready to use our service, but through consistent advertising we can hope that once he is ready he will remember that United Air Lines is an organization well qualified in every way to meet his needs.

Through the use of business publications you are able to communicate with your customers and prospective customers in an atmosphere that is natural to them and most productive for you. In this respect, today's responsible business publications serve a purpose unduplicated by any other selling force.

Chilton publications cover their chosen fields with an editorial excellence and a strict control of circulation that assure confidence on the part of readers and advertisers.



## Chilton COMPANY

Chestnut and 56th Streets • Philadelphia 39, Pennsylvania



CHILTON PUBLICATIONS: Department Store Economist • Hardware Age  
The Iron Age • Jewelers' Circular-Keystone • Distribution Age • Motor Age  
Automotive Industries • Optical Journal and Review of Optometry • Spectator  
Commercial Car Journal • Boot and Shoe Recorder • Hardware World  
Gas • Electronic Industries • Butane-Propane News • Book Division

**Now...The  
Philadelphia Bulletin  
R.O.P. Full Color  
Seven Days a Week**

Starting September 10, The Bulletin gives advertisers in Philadelphia the added impact of R.O.P. spot and full color—both *Evening and Sunday*.

With the newest and most modern facilities for the effective printing of color, The Evening Bulletin now joins The Sunday Bulletin to provide complete color service *seven days a week*.

This is made possible by the new equipment in the new Bulletin plant. This includes the two longest lines of newspaper presses in the world which can print color.

**The Bulletin delivers more copies  
to more people every seven days in Greater  
Philadelphia than any other newspaper**

Adding R.O.P. color to the pulling power of The Evening and Sunday Bulletin gives advertisers a great new combination for producing sales in the thriving Greater Philadelphia market.

Philadelphians like The Bulletin. They buy it, read it, trust it and respond to the advertising in it. The Bulletin is Philadelphia's home newspaper.

**Advertising Offices:** Philadelphia, 30th and Market Sts. • New York, 342 Madison Avenue • Chicago, 520 N. Michigan Avenue  
**Representatives:** Sawyer Ferguson Walker Company in Detroit  
Atlanta • Los Angeles • San Francisco

**In Philadelphia  
nearly everybody reads The Bulletin**

**MON  
TUES  
WED  
THUR  
FRI  
SAT  
SUN**

SALES MANAGEMENT



### Route Salesman's Rating Chart

Ratings %	50%	60%	70%	80%	90%	100%
Planning ahead						
Organizing your work						
Collecting money						
Handling complaints						
Use of time						
Making friends						
Starting things						
Courtesy						
Cheerfulness						
Enthusiasm						
Canvassing						
As a talker						
As a reader						
Ability to "take it"						
<b>Totals</b>						

**Average** (Divide totals by 14)

**SELF-ANALYSIS CHART:** First, ask your salesmen to appraise themselves, then have one of your executives, anonymously, make separate appraisals of the men. Give a prize to the salesman whose own rating most closely parallels management's view of him.

## Is It a Good Rule to Aim Training At Upper 50% of Intelligence?

Securing response from your salesmen may be less difficult than from route salesmen. But sales training ideas which produce results from a group indifferent to learning may bring out unusual cooperation from interested men.

**BY FRED DeARMOND**

I've had the experience, as I know others have, of starting the first session of a conference training series and finding at least part of the group skeptical, stand-offish and plainly bored. But as these salesmen are brought into the discussions, they begin to find a satisfaction in telling the rest of the group how to sell and service. Before long, unconsciously, they are imbibing information and inspiration as well as dispensing it. As the conferences proceed, these strong, silent fellows often become so talka-

tive that they have to be restrained from hogging the floor.

I recall one young fellow — let's identify him as Ben — who was obviously cold, even hostile, toward the conference leader. Asked a direct question about a hypothetical situation, he responded: "I wasn't there, I don't know what I'd do, or what do you expect me to answer." Of course, he was not expected to give an answer "from the book," but his own view. But at the next session, as a certain technique was under dis-

cussion, Ben's supervisor had been prompted to remark: "That's something I've seen Ben handle more neatly than anyone I know. Let's hear from him." Thus prodded, Ben opened up and related an interesting experience. Thereafter he thawed out and took a prominent part in the exchanges around the board.

Hardly any individual — and this includes route salesmen — is immune to the urge for self-expression. He may be shy about it, and assume a role of modest deference, but deep inside he is flattered when asked his opinion of something.

In my own training conferences I make a practice of assigning the men subjects for five-minute talks to be delivered at the next meeting—usually two such talks to a conference. Typical topics are "The Best Sale I Ever Made," "What I've Learned About Store Displays," "Why I Like My Job." There is a stipulation that the talks not be read, but be delivered

extemporaneously or from notes.

Not only does this exercise help to give routemen more poise, they often enjoy it. On two occasions I overlooked calling on men who had been given such assignments, and in both instances they brought the omission to my attention.

To be able to ask questions that provoke discussion is the first function of the conference leader — and more important than his lectures. These questions should include a number not of the open-and-shut kind, but requiring answers that are to some degree discretionary. Examples of questions that usually bring out differences of opinion: "How can you get a buyer to participate in a sales presentation where you are using a merchandise sample?" "What is the toughest buyer objection you run into? Answer it in two sentences." "How often should you call back on a prospect, when you are getting some encouragement?"

### Two Replies, No Dissent

A question may bring two answers that seem as far apart as the poles. And yet a brief discussion often discloses a consensus which in the end calls for little or no dissent.

Having the men read aloud one or two paragraphs from a magazine article or a book on salesmanship or business is an excellent way to improve their enunciation. They often reveal the habit of slurring vowels or syllables and of mispronouncing fairly common words. One young man, a high school graduate, repeatedly mispronounced the name of one of the towns that was located in his territory.

On the well-established theory that even one mispronounced or misused word causes a certain type of buyer to rate a salesman down, vocabulary-testing exercises are helpful. Read a list of words and ask members of the group to define them or to supply synonyms.

Contrary to a common opinion, I find that most route salesmen are not averse to a certain amount of general educational development. Sales training is a form of adult education and is more effective as it is broadened. Schooling under the G.I. bill of rights has demonstrated that men can be taught almost anything that can be taught to boys. Even men in their forties and fifties are quite teachable. The seriousness with which they approach vocational education easily compensates for any reduced pliability. But they must be sold on the value of what is taught them.

It is often said that route salesmen

—all salesmen, in fact—will not read. This is true only in the sense that a large majority of them do not have inquiring minds and are not naturally studious. But as Dr. Fred McKinney, psychology professor at the University of Missouri, has said, "People fail to read because they are not motivated to read." Show them that reading can be a great adventure and a means to the realization of their hopes and they will read."

I like to hand a route salesman a magazine or a book and ask him to read and report briefly the substance of an assigned article or chapter. Often he comes up with a splendid five-minute review that occasions lively discussion.

A device that adds to and enlivens sales meetings is the listening comprehension test. The conference leader reads a short text of about 600-750 words, then passes out a mimeographed list of 10 questions to test salesmen's comprehension and recollection of the matter. They are given 10 minutes to answer the questions, then graded on correctness. A book or businesspaper subscription is awarded as a prize to the winner at the next meeting.

A true-or-false quiz can be made a valuable diversion. Some of the statements should be in the twilight zone of truth or falsity. When the leader announces the winner he also gives the true answers, as he sees them and these provoke dissent and discussion.

### Thinks Up Tough Ones

In the Constant Objector exercise one of the keener members of a group is assigned to think up all the tough sales objections he can. Then at the next meeting he is seated alongside the leader, and throws his objections at his fellow salesmen in succession, going around the table. If a salesman fails to answer promptly or satisfactorily, the trainer, as moderator, gives it to the next man in order. The fellow who "passes" the greatest number of times is the "goat" and may be subjected to a penalty.

A Missouri soft-drink sales manager of my acquaintance stages a Bean Counting Contest. This consists of bringing one man into the meeting room, while the rest are excluded, and firing at him a series of simple questions on sales and service procedure which he is expected to answer while picking up beans from a saucer, dropping them into an open soft-drink bottle, and counting the beans as he goes. After he has been tested for one and a half minutes, the result is recorded, he sits down as a spectator,

and the next man is admitted. The process goes on until all have participated. Toward the end the contestant has a disconcerting audience of his fellows.

The scheme here is to test and exercise the salesman's ability to talk under pressure. My friend offers a desirable prize for the man who answers the most questions correctly in one and one-half minutes, without missing his bean count. The prize—a baseball mitt, a toaster, or some other desirable article—reposes conspicuously on the table in front of the contestants.

The three purposes of group training are:

1. To sell route salesmen on the opportunities in their jobs.
2. To supply product information and ways to translate it into buyer benefits.
3. To drill the men in salesmanship.

### Visualize Dividend

Men working on a commission basis need to have visualized for them the dollars-and-cents dividend from working more steadily and more intelligently. A southern linen supply sales manager did some figuring on his salesroom blackboard to show that if a routeman sandwiches into his service calls four new business interviews a day, selling only one in 10 that represents a net increase, he can add two new customers a week, or 100 a year, worth to him \$534 a year in added commissions. He should be able to do these four interviews on one hour a day, and earn 53 cents for each call. Every hour spent thus adds \$2.12 to the routeman's regular earnings.

Group sales training is obviously the principal means of conveying product information. Demonstrations, supplemented by quiz periods with a production executive as the expert, accomplish this end probably better than any other method.

Group training in salesmanship should be complemented by on-the-job training by coaches or supervisors. In groups is the way to drill the men in standard presentations, some adaptation of which is becoming more and more popular in the route-selling fields. One soft-drink bottler has a rather elaborate sales portfolio purchased from the parent manufacturing company. These expensive manuals were not simply turned over to the salesmen with the order to "Go to it, boys!"

The sales manager held four training sessions devoted to the proper use of this portfolio for presenting the



## *How do your costs per sales call compare with these figures?*

Of course you know that the cost of sales calls has risen . . . but do you know how much higher they are? A survey of 153 companies selling to business and industry has recently been completed. It reveals what has happened in the past ten years.

Adding salaries, commission, bonuses, travel and similar expenses, and dividing this by the number of actual calls reported by salesmen themselves, shows that the average cost of an industrial sales call has risen from \$10.72 in 1945 to \$17.29 in 1955.

Compare this figure with the pennies per call that it costs to contact a reader of business publications. In other words, you can present your sales message to over a thousand known and unknown prospects

at once for less than the cost of one sales call.

We're not suggesting that business publication advertising will replace the salesman. It is not intended to. It is a sales tool that saves your salesman's time on the preliminary steps to a sale. By telling prospects what you make, how it can help them, why it's a better choice, such advertising gives the salesman more time for the important job of discussing specific product applications and closing sales.

If you are interested in increasing the effectiveness of your salesmen, our 20-page booklet, "Mechanizing Your Sales with Business Paper Advertising," may provide the answer to your problem. Your McGraw-Hill man will be glad to give you a copy without cost.

### *McGraw-Hill*

PUBLISHING COMPANY, INCORPORATED



330 West 42nd Street, New York 36, N. Y.



*More than a million men in business and industry pay to read McGraw-Hill business publications*



The sure way to reach the  
**FORT WAYNE**  
\$817,376,000  
market

The News-Sentinel  
EVENING

The Journal-Gazette  
MORNING AND SUNDAY

#### HOME DELIVERED COVERAGE

City Zone . . . . .	Metro Area . . . . .
43,212 Homes	54,818 Homes
Morning . . . . .59.1%	Morning . . . . .56.8%
Evening . . . . .92.3%	Evening . . . . .91.6%
Sunday . . . . .86.9%	Sunday . . . . .85.6%

#### Retail Trading Zone

136,821 Homes	
Morning . . . . .46.8%	
Evening . . . . .56.6%	
Sunday . . . . .71.2%	

Source: ABC 12-31-55 All figures cumulative

#### FORT WAYNE NEWSPAPERS, INC.

Agent

The News-Sentinel  
and  
THE JOURNAL-GAZETTE  
Fort Wayne, Indiana

Represented by Allen-Klapp Co.  
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ELBE FILE & BINDER CO., INC.

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Dept. S-8 FALL RIVER, MASS.

product line to prospective dealers. "I want you boys to know this manual so well that you can walk into a store, lay it down on a desk or counter in front of the buyer, turn the leaves and read from them upside down, without missing a line," he told the salesman.

"A lot of baloney!" one of the older men commented to the sales manager. (Only he used a well-worn four-letter word for "baloney.") But after the presentation manual had been demonstrated in sales meetings and on the job by his supervisor, this man grudgingly admitted there might be "something to it, after all." Within two months he was using the book presentation and liking it.

Yes, sales training, like religion, must often be insinuated. It can't be hammered into the brains of route salesmen, but there are ways of accomplishing the task if the trainer is patient and just a bit subtle.

How simple does sales training for routemen have to be? On this point there are two distinct schools of thought. One says the trainer must be very elementary in his approach. A bakery sales manager in the West

recalls the time he remarked to his group that in a sales talk "repetition is often good for the sake of emphasis." One man said he didn't understand what was meant by the expression, and another said that went for him, too. The sm had to back up and put the thought this way: "Sometimes you should repeat a thought to drive the point home." In those words he drove his own point home.

The other school of thought, with which I am in sympathy, maintains that there is a danger in "dumbing down" instruction too much. After all, route salesmen are adults and, by a liberal interpretation of the term, literate. The more intelligent are certain to resent a fourth-reader approach to their minds. As a successful launderer once remarked to me, "I'd rather have two men say, 'I don't understand you,' than to have one feel, 'You're talking down to me.'"

It is a good rule to aim all sales instruction at the upper 50% of intelligence. Then you won't offend anyone's sensibilities—and you may lift to a higher plane some of the more primitive 50%. The End

#### Really, How Important Are Messages to Salesmen?

How important are messages to salesmen? Are they just one of the frills of sales management to be "dashed off" by anybody who can punch a typewriter? Let me give this bit of evidence to illustrate what the right sort of sales message will do.

A young man joined an insurance agency in 1951. A year's work was very unproductive. He did not seem to have what it takes. He joined another life insurance general agency. In six more months he had produced little. Then he met the agency director of a third company. Careful training, plus one strong message brought this man into the producer class. He read one message from the new agency director—a message which made the young salesman catch fire with deep inner-confidence in his business and himself.

Since November, 1953, this man has been a leader twice, and for November and December, 1953, as well as January and February, 1954, he has been among the top five men in his large group.

What was the message that made him catch fire? Just a sincere, well-written message about the life insurance salesman's contribution to his client's sense of security, well documented with cases. Not one word about big earnings, nor a whisper about "get in there and pitch," not a line about winning prize contests—just a sincere message about a salesman's reasons for existence.

If in our messages to salesmen we talk about nothing but getting orders they may turn in orders which will never repeat. If we prod them about winning prize contests they may turn in orders which never should have been written. If we harass our men to make more hurry-up calls they will become so worried about seeing the next prospect they will fail to serve the customers they now have.

It is "what we put into their brains" that helps to make them what we want them to be.



Thar's GOLD in them thar Cars in...

## MUSKEGON



# 50,555 PASSENGER CAR TOTAL\*

- NEW CARS
- GASOLINE AND OIL
- TIRES AND BATTERIES
- ANTI-FREEZE, ETC.

\*Total Passenger Car Licenses Issued  
in Muskegon County in 1955.

In this lusty Muskegon market a multi-million dollar stake in just automobiles and kindred products alone lies ready for the prospector who seeks added fortune.

There's sales significance in this important statistic... and it reflects the rich stake aggressive prospectors for new markets may lay claim to with adequate schedules in The Muskegon Chronicle. Circulation in the Muskegon City Zone is a hefty 99%... a total area circulation of 45,000!

You'll strike it rich with your prospectin' in the big Muskegon Market.

*"the best of Michigan"*

## BOOTH NEWSPAPERS

THE DAY CITY TIMES  
THE SAGINAW NEWS

THE KALAMAZOO GAZETTE  
JACKSON CITIZEN PATRIOT

THE FLINT JOURNAL  
THE ANN ARBOR NEWS

THE GRAND RAPIDS PRESS  
THE MUSKEGON CHRONICLE

**NATIONAL REPRESENTATIVES:** A. H. Kuch, 110 E. 42nd St., New York 17, Oxford 7-1280; Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, Superior 7-4680; Brice McQuillen, 785 Market St., San Francisco 3, Sutter 1-3401; William Shurtliff, 1612 Ford Bldg., Detroit 26, Woodward 1-0972.

"Do you mean to tell me —?" the President began . . .



## The President takes a second look

"As I see it, then—" the President began ticking points off on his fingers—"the customer's credit rating is in a low bracket. Under the terms of our policy with American Credit Insurance, this gives us a relatively low coverage. This, in turn, doesn't warrant our shipping the order. Is that right?"

"That's right, sir." The Credit Manager replied, with assurance. "You see, in the policy, a schedule of ratings and coverages is established. A certain rating—a certain coverage. It's automatic."

"Then why," the Sales Manager demanded almost truculently, "do we have credit insurance at all?"

"Accounts Receivable," said the Treasurer, "represent our second largest asset. We want to protect it. Credit Insurance keeps our loss ratio low."

"That's true, sir," the Credit Manager put in. "We have decreased our loss ratio these last few years through our coverage by American Credit Insurance. And up till now—" he couldn't suppress a note of bitterness as he glanced at the Sales Manager—"we have been able to increase sales in areas we couldn't have touched before."

"Yeah," the Sales Manager said, "but what it comes down to is that we lose the order. I say we ought to take a chance!"

"It's not a chance. It's a gamble," said the Treasurer.

"That settles it." The President put a real note of regret in his voice as he finished: "Since we can't take the chance, we'll have to lose the order."

"It's almost time for the Board Meeting. We'd better go," the President said ten minutes later. "Most of the others will be there by now." He held the office door as he and the Treasurer filed out. "What do you think of those two?" he asked as they walked down the corridor.

The Treasurer smiled his neat little smile. "A good Sales Manager's got to be willing to gamble. A good Credit Manager's got to be willing not to. It takes courage for both."

He pushed open the Board Room door, then both men turned as rapid footsteps echoed in the quiet corridor.

"I'm glad I caught you," said the Credit Manager, speaking to the President. "I'd like to ask you to reconsider the decision on that account."

"Do you mean to tell me—" the President began, but the younger man went right on, while others in the Board Room turned to watch the tableau at the door.

"I decided to take a second look at our policy. Then I called our American Credit Insurance agent and confirmed it. The account can be covered for more under our policy. All we do is obtain an endorsement, approving the account by name. After they investigate it, of course. All I need now—" the Credit Manager paused for breath—"is approval to pass the credit when the endorsement is obtained!"

"You - decided - to - take - a - second—" the President spaced out his words, then suddenly chuckled. "Well, I guess I can take a second look too! You've got the approval!"

Obtaining greater coverage on a low-rated account is one example of the flexibility of American Credit Insurance. Among the 12 major benefits of Credit Insurance, many more are sure to accrue to your advantage. For your copy of a free booklet, "A Preface to Profits," write American Credit Insurance, Dept. 59, First National Bank Building, Baltimore 2, Maryland.

**American  
Credit  
Indemnity**  
COMPANY OF NEW YORK

## NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**Modern Advertising, Practices and Principles.** By Harry Walker Hepner. Published by McGraw-Hill Book Co., 330 W. 42nd St., New York, 36, N.Y. Price, \$6.75.

Mr. Hepner, a well-known authority in the fields of consumer opinion and relations, has brought this respected book up to date (previous editions were titled *Effective Advertising*) by giving fuller recognition to recent developments toward an increasing coordination and integration of marketing and advertising. The author is among the many authorities who have helped management men recognize that advertising and sales are inseparable under the supervision of a director of marketing. The book is meaty and interesting.

**Advertising Copy and Communications.** By S. Watson Dunn. Published by McGraw-Hill Book Co. Price, \$7.

The successful copy writer, says the author, must know not merely what to do but *why* it should be done. His book, therefore, reports on an original survey of 225 practicing copy writers covering in detail their work. This makes for illuminating reading, not only by writers of copy, but by advertisers and sales people. But essentially the book aims to make copy writers more aware of the difference between copy which sings and copy which sells: There are technical reasons for the latter. Most of them are contained in this book.

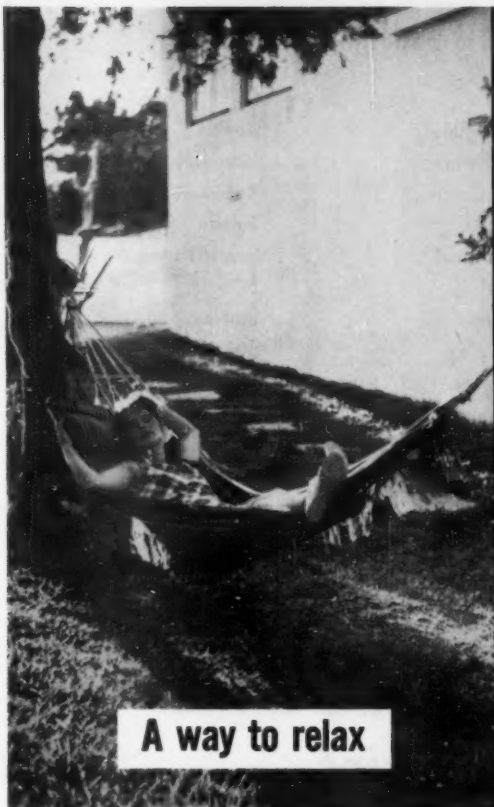
**The Development of Markets for New Materials.** By E. Raymond Corey. Published by Division of Research, Graduate School of Business Administration, Harvard University, Boston, Mass. Price, \$4.

This book is, practically speaking, a case study and analysis of the development of markets for three comparatively new materials. The publishers aim the book specifically at merchandising specialists. The materials covered in the book are fibrous glass, plastics and aluminum. Because each has been extensively used within the past few years, materials producers have developed new end-product applications for the materials they make and sell. Their promotional activities at product level should provide helpful background for manufacturers who use these materials.

**Industrial Advertising.** By Warren R. Dix. Published by Printers' Ink Books, Pleasantville, N.Y. Price, \$6.

There's a line of type under the title of this book. It is "... for profit and prestige." And the author has attempted, with some degree of success, to analyze the real reasons that make industrial advertising pay off. The book provides methods for analyzing sales problems, planning advertising strategy and the development of campaigns. It's aimed especially at the man who handles industrial advertising.

# To sell more where more is sold ... it's **FIRST 3 FIRST!**



**A way to relax**



**The way to increased sales**

**A** gently swaying hammock beneath shady trees is an ideal spot for relaxing but when it comes to increasing sales in the giant city markets, with their teeming millions, much heavier advertising effort is necessary.

The three top markets of New York, Chicago and Philadelphia — where nearly  $\frac{1}{3}$  of all U.S. retail sales are made — should be the nearly indispensable core of almost every national campaign. In these king-size markets, where the family coverage of General Magazines, Syndicated Sunday

Supplements, Radio and TV thins out — *there is no substitute* for FIRST 3 MARKETS' solid 62% COVERAGE of all families.

In addition, FIRST 3's "Sunday Punch" circulation of more than 6,000,000 reaches over half the families in 1,319 Cities and Towns, which ring up over 30% of the nation's retail sales.

To make your advertising sell *more* where *more* is sold ... it's FIRST 3 FIRST.



The group with the Sunday Punch

**FIRST 3**  
MARKETS GROUP

Rotogravure • Colorgravure

New York Sunday News  
Coloroto Magazine  
Chicago Sunday Tribune  
Magazine  
Philadelphia Sunday Inquirer  
"Today" Magazine

New York 17, N.Y. News Building, 220 E. 4<sup>th</sup> St., Murray Hill 7-4894 • Chicago 11, Ill., Tribune Tower, Superior 7-0043  
San Francisco 4, Calif., 155 Montgomery St., GARfield 1-7946 • Los Angeles 5, Calif., 3460 Wilshire Blvd., DUnkirk 5-3557

## Are You Here?

These are the company names and/or brands mentioned in SALES MANAGEMENT'S panel in this section of our report.

Andrew Jergens	Dial soap	Mirromatic	Revlon
Armour	Dromedary	Noxzema	Reynolds Metals
Aunt Jemima	Duncan Hines	Old Dutch	Robinson-Meyer
Bab-O	"5 Day" Pads	Parkay	Salada
Bayer	Gold Medal	Pepsodent	Schrafft's
Campbell's soup	Jell-O	Perk	SOS
Chiffon soap	Johnson & Johnson	Pet milk	Stanley
Cinch	Kraft	Phillip's	Strip-Ease
Colgate	La Choy	Pillsbury	Stopette
Cranberry Cannery	Lea & Perrins	Pittsburgh Paint	Sunbeam
Del Monte	Log Cabin	Red Heart	Mrs. Tucker
De Mets	McKesson	Revere	Vaseline
	Vicks VapoRub	Wate-On	Williams

## Dealers Say Manufacturers Are Blind To Summer Sales Opportunities

### Part II of a report in two parts

Some of the questions answered by SALES MANAGEMENT'S dealer panel in this part of our study on the problem of stimulating sales on non-seasonal merchandise during the summer:

1. Are most dealers really preoccupied during the hot weather with promotions of seasonal merchandise? (Only slightly more than half of them are.)
2. Among those who do concentrate heavily on seasonal goods, what's the reason? (Not enough initiative on the part of manufacturers of non-seasonal wares.)
3. Who, among the manufacturers, has offered a good summer promotion plan—this year or last? (Relatively few companies were cited in comparison with the huge number of non-seasonal items handled by drug, grocery and hardware stores.)
4. What about promotions involving more than one product? (Only two dealers are disinterested in them.)

The nineteen grocery, hardware and drug dealers polled by SALES MANAGEMENT on various aspects of the summer slump in sales for non-seasonal products feel, generally, that more promotional ingenuity on the part of manufacturers would stimulate more active demand for such products during the hot weather.

Seventeen of the nineteen said they would welcome more well-planned summer promotions, supported by consistent advertising, and would be interested in stocking, displaying and pushing many items essentially non-seasonal in nature if the manufacturers provided such support and gave their dealers some good tools and materials to work with at the store level.

While there was, in no instance, unanimous agreement among the panel members on any one question put to them, the trend of the majority opinion is this: Many manufacturers of non-seasonal wares are passive in



their attitudes about summer sales possibilities. Salesmen, having nothing special to offer in summertime promotion, ramble through their territories "just making conversation." Many companies are slow-witted in spotting opportunities for giving their products a seasonal twist. If dealers are shoving their merchandise under the counters in the warm weather, it's because the manufacturers give the retailers little reason to do otherwise.

All of which might be wrapped up in one vital question: Are hundreds of manufacturers of non-seasonal merchandise passing up millions in summer sales potential because they do not go after summer business with timely themes, promotional planning, advertising and positive thinking on the part of the field organization?

Perhaps some corollary questions are in order:

Dealers face consumers every working day of the year. Are they ahead of manufacturers in their thinking about consumer needs that know no season?

Have sales departments done anywhere near enough research on the extent of the potential for summer business?

If we've always had a "valley" in our sales curve during the warm weather and have always keyed the rhythm of our promotion to it, aren't we thereby perpetuating it rather than working systematically to eliminate it?

Rather than accepting a summer slump as chronic and incurable, shouldn't we at least be testing sales plans and techniques which are specifically designed to meet the special conditions of summer selling?

What makes a good summer promotion anyway? The comments and appraisals of the men who participated in our dealer panel provide excellent ideas for "thinking out" some answers.

Many of the findings in this study we can relate directly to some of these questions.

Are you, a manufacturer of non-seasonal merchandise, going on the assumption that the big majority of dealers are so occupied in summer with the problem of getting rid of stocks of seasonal merchandise that their resistance to promotion ideas for non-seasonal products would be difficult to surmount? Maybe you're wrong.

Only 11 dealers of the 19 told SALES MANAGEMENT that a major portion of their interest and effort was devoted to pushing seasonal products in the summer months. One of the others—a hardware retailer—has this thought:

"I think a lot depends on the local-

## What This Report Is About:

SALES MANAGEMENT asked a panel of 19 hardware, food and drug dealers to consider the problem of the summer slump in non-seasonal merchandise. What is being done, what more can be done to get more hot weather business?

## How We Gathered the Material:

The editors chose Peoria, Ill., dealers. The city is considered typical enough by many manufacturers to warrant its frequent use as a test market. An independent research organization, The Scotti Bureau, did the interviewing for us. See below for a list of the dealers who participated. The dealers were assured of anonymity on individual comments, thus giving them full freedom to express their honest opinions on the nine questions which formed the framework of the depth interview.

## What Was Covered in Part 1:

In the August 17 issue we reported on dealer reaction to four questions: (1) If a company making non-seasonal products indicates it is making special promotional efforts and sustaining its national and/or local advertising during the summer, are you more receptive to suggestions for stocking, displaying and pushing that manufacturer's merchandise in summer? (2) Do you generally feel that manufacturers are doing enough to help you overcome your own problem of sustaining sales in summer? (3) What more would you like them to do? (4) Do most of the salesmen who call on you seem to take it for granted that summer is likely to be a slow season?

Please refer to the text of Part I for a full understanding of the trend of dealer opinion.

## Stores Participating in This Roundup

**GROCERY:** Well's IGA Market, Adams Street Super Market, Sieks Brothers Market, The Village Market, Haddad's Super Market, John Bee Super Market, Thompson's Super Market, Milo's Park N Shop, White Star Market.

**HARDWARE:** Shaheen's Hardware Store, Warnock Hardware, Graham Ramsey, Johnson Hardware.

**DRUG:** Green's Drug Store, Jerry's Pharmacy, Goodwin's Drug Store, Decker's Drug Store, L. E. Throckmorton, Bogard's Drug Store.

ity of the dealer. I'm in an average neighborhood. People around here don't feel that they have to get a lot of expensive barbecue equipment to have a good time. In some neighborhoods they get a lot of stuff to show off. We carry a few of the less expensive broilers, etc., but we don't load the whole store with them."

A druggist tells us: "Seasonal items do not necessarily 'hog' our summer activity. We do, however, change our displays to seasonal items. We've learned that the success of window display rests upon use of materials that aren't too big . . . you need to

get a number of items displayed at once."

Size of display (counter, floor or window) then, is one element to think about carefully in its relation to use in independent stores. The druggist was talking about seasonal products. What about non-seasonal products?

Hear this grocer: "Campbell's soup has a new promotion—the salesman told me about it. But I didn't take it because the display took up too much room. It was a good promotion, too—has a lot of summer recipes."

When a dealer said he was pre-occupied in summer with seasonal

items, our interviewer posed a follow-up question: "If this is true, is it because not enough initiative is shown and not enough help is offered by the manufacturers on non-seasonal goods?"

A hardware retailer commented, in reply, that he hadn't been offered a single promotion plan for this summer on a non-seasonal product. A grocer answers in the affirmative and says he feels the manufacturers could show a great deal more initiative in promoting their products. As an example of such initiative he cited a

new Duncan Hines promotion that "just makes the housewife feel she ought to bake a cake." Another disenchanted grocer said, "Well, the most they seem to do any time of the year is to give us a kick-back on our advertising and some of them don't even do that."

A druggist, too, laments lack of initiative. Says it, together with "the lack of a decent profit," explains dealer apathy toward special push for non-seasonal items.

Another vital point, then, for re-examination: Is your profit margin

so narrow that a dealer might reluctantly "carry" your product if there is some demand, but would never be interested in *pushing* it?

The matter of margins came up again and again in this study. A grocer who goes all out for promotion of seasonal items in summer says he's motivated entirely by the quick turnover and good profit. A fellow-grocer cites some of the summer items which provide a better-than-average margin: charcoal, picnic supplies, snack items, potato chips. ("My volume could be the same summer and winter and still show a bigger summer profit because of these seasonal items.")

A hardware man says business in fans and picnic supplies helps "a lot" to sustain volume and profits in the summer. But he has a warning: "Manufacturers ought to be mighty sure that their jobbers are maintaining a strictly wholesale business and not a *wholesale-retail* business. I've been carrying a Robinson-Meyer fan that retails for \$79.50, but one of the local jobbers has sold 16 of them in his neighborhood at wholesale, through one of his employees. This naturally cuts quite a piece out of a dealer's business."

## a blue ribbon company has a blue chip offer for district managers

The greatly expanding activities of our advertising specialty firm has created openings for executive calibre men to represent us as District Managers throughout the country.

These positions are of top importance in our program of consultation, sales and service in advertising specialties and executive gifts. The men now managing our district offices throughout the country are earning five-figure incomes commensurate with their abilities. They are executives who hold key positions in our sales organization.

Our District Managers must be able to select a staff of highly capable and productive salesmen. They must have the ability to train salesmen to best represent our line of merchandising aids, advertising specialties, premiums, and executive gifts. Our District Managers must also be able to consult with top executive clients in preparing complete promotional programs and campaigns. They must necessarily have extensive experience in sales and marketing, plus organizational and managerial qualifications. Only those applicants with *proven experience in the advertising specialty field* will be given consideration for these positions.

Our organization assures you highest quality products and well rounded campaigns to offer clients and prospects in your district. Every sales effort is bolstered by a strong national advertising program plus effective sales aids.

If you would like to work with our aggressive young management team, and seek a highly remunerative position with unlimited possibilities, send us a complete resume. Replies held in strict confidence.

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Sales Management  
333 N. Michigan Ave.  
Chicago, Illinois**

### Shut Eyes to Deviation?

Point three for checkup: Are you really protecting your dealers, or are you shutting your eyes to such deviations in jobber policy because you get the business anyway?

And point four: Check your timing.

Hardware retailer speaking: "Take Sunbeam. They usually start a big promotion in the early fall, have all of us dealers in at the hotel, start off with a bang. They overpromote so early that by the time summer comes around everyone is out of a lot of items. Then they shut off their promotion. These days almost everyone has lights on his lawn or patio and would be equipped to use the electric fry pan outdoors. Why couldn't that be played up for outdoor eating just like a barbecue grill? After all, the cooking and the eating out-of-doors are the fun; they don't necessarily need special equipment. The same thing could apply to the Mirromatic saucepan. It could be used with any kind of heat, outdoors as well as in . . . would be fine, for example, for cooking corn on the cob."

Point five for your reappraisal: Your advertising. None or too little? Your competition for attention at the dealer level is with other kinds of products so well advertised that they enjoy perceptible automatic demand.



Emanuel Hochman, Vice-President and General Sales Manager, Bulova Watch Co., tells how:

## **"We put radios into the diamond business!"**

"We've put Bulova Radios into 17,612 jewelry stores — and captured a large share of the radio business!

"But we couldn't have done it without Air Express!

"Parts come from 180 different suppliers via Air Express for assembly. Production schedules are always tight — Air Express gives us valuable leeway which we regularly need.

"In fact, we often make use of Air Express to deliver

finished radios to our retail outlets. And we never miss a date.

"Air Express took our new business 'off the ground' — keeps us the fastest-growing radio company in America!

"Yet, most of our Air Express shipments cost less than with any other complete air service. 10 lbs., for instance, New York to Jacksonville, Florida, is \$4.42. It's the lowest-priced complete service by \$1.32!"



**GETS THERE FIRST** via U.S. Scheduled Airlines

**CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY**



**OFFICIAL DINNER FOR FATHER'S DAY:**  
Chicken and Cranberry Sauce!

For Sunday, June 16—it's barbecued chicken with Ocean Spray Cranberry Sauce. For this delicious twosome is the choice of the National Father's Day Committee as America's official dinner for that day.

So honor Dad with his dinner. And please him all summer, too. You'll find this is the first of many times you'll serve Ocean Spray Cranberry Sauce, chilled and jellied, as a natural hot-weather food men love. Whether it's side by side with chicken, in a summery salad, or topping his favorite ice cream—chilled Ocean Spray Cranberry Sauce looks handsome, tastes heavenly, rates high with men of all ages!

For a holiday flavor any day—serve *Ocean Spray* CRANBERRY SAUCE

THIS ADVERTISEMENT is scheduled to appear on Father's Day (June 16, 1957) in five nationally circulated publications to promote cranberry sauce, not just on the traditional Thanksgiving and Christmas holidays, but all year round. Dealers like idea.

Hardware man: "Seasonal items do dominate in our store in the summer, I guess. They take up a lot of space, that's for sure . . . barbecue equipment, power mowers, etc. But most of those things get good advertising by the manufacturers and they sell themselves. We do a considerable volume on such items with very little effort on our part. People come in and ask for them by name."

To get to specifics, we posed this question: "Has any manufacturer of non-seasonal goods presented to you within the last two months or so something you consider a good summer promotion plan? And can you remember any such plans from last year?"

In view of the vast number of items handled in hardware, drug and grocery stores, the response documents further dealer contentions that manufacturers are showing little initiative

about summer promotion. Three dealers couldn't remember a single such promotion, either from 1956 or 1955.

Here are some they did remember: The cranberry promotion was mentioned by 5 of the 9 grocery dealers on the panel. While the dealers reported varying degrees of success with it, from "very good indeed" to "no perceptible effect on my sales," the efforts of the Cranberry Canners are getting attention and are winning some retail promotional cooperation. Quotes:

"Jergens is doing a good job on the Steve Allen show playing up the product for 'detergent hands.' It seems to be going pretty well."

"Anahist is using the allergy appeal now instead of promoting the product just for colds in winter. '5-Day' pads are doing more year-round than they used to . . . funny, the anti-

perspiration people used to advertise just in the summer—I perspire all year round, don't you? Stopette usually stops its program in summer. One good example of a line which has certainly come around to advertising all year is greeting cards. And they're getting higher-price cards all the time, too. You'd be surprised at the number of 50-cent cards we sell, and that means a 25-cent profit on every one.

"Candy is getting to be a year-round thing, too. They don't stop selling in summer. We sell a lot of good candy. We tried to get Fanny Mae's frozen case down here but we couldn't; we didn't want Schrafft's because every tavern carries it, so we finally made a contract with De Mets, and at Valentine time we sold 250 heart boxes. We do a big business in nylon hose, too, but I stopped buying from one manufacturer because he started selling his stuff in filling stations and every place."

"Almost the only promotion we've been offered has been on a bag of charcoal and a package of SOS. Of course, that's limited to users of charcoal. One other that looks pretty good is starting in August . . . that's a new Aunt Jemima corn bread mix promotion. It all comes in a plastic bag; you add milk and work it together as you used to do to color margarine, then bake it in a throw-away pan which comes with the deal. That would be good for camping time."

"The Ocean Spray cranberry people are the only ones I can think of. They have been doing quite a bit, but it really hasn't had much effect on my sales. The pancake people always try to get something to push sales every summer, like a syrup tie-in. Both Aunt Jemima and Pillsbury have had these. Duncan Hines and Pillsbury and Gold Medal are all doing more this season with cake mixes: banners and posters and special price inducements, several flavors packed together—that sort of thing."

"McKesson has a promotion on their lotions. They have vitamin window displays and TV advertising, but we pay half of it."

"Well, that cranberry promotion was good. It was Ocean Spray that was doing it, and we carry Eatmore, but we tried to capitalize on it, too. . . . There was a good promotion for Aunt Jemima pancake mix, Log Cabin syrup and Armour's Star sausage. They ran a lot of advertising in *The Saturday Evening Post* and other magazines, full-page ads in color. We did very well with it. I guess it was three years ago. Any-



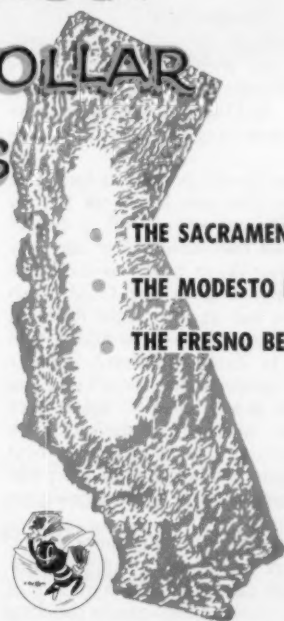


## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

- ✓ MORE BUYING POWER HERE  
THAN IN ALL OF ALABAMA\*
- ✓ NOT COVERED BY SAN FRANCISCO  
AND LOS ANGELES NEWSPAPERS

To tap California's full sales potential, you need coverage in the big, mountain-ringed *inland* market. But remember — people here prefer their own strong local papers, the three Bee newspapers. Together, these three newspapers give you the key to sales in this important area.

\* Sales Management's 1956 Copyrighted Survey



- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE

### McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

way, our manager won a watch on it."

"There are some other manufacturers that should promote—not so much because of season, but because their stuff just doesn't sell well any more at any time. Parkay margarine just doesn't move, nor Chiffon soap. Mrs. Tucker's shortening went fine when it first came out, but they stopped promotion and it fell on its face. Dial soap isn't as good as it used to be; well, it's picking up a little again now because they are offering a trip.

"I think Del Monte plans on some kind of promotion next month. Their spring show wasn't very good this year and they'll have to do something to get rid of this year's pack before the fall pack is ready. We get bulletins from Certified all the time so we get some advance information and tips on special buys."

"Nothing better than the cranberry campaign. But we didn't take any shelf space away for it; it hasn't been too good with us, but it shows they are trying to make the product non-seasonal."

"Kraft came out with a nice floor display and Lea & Perrins did, too. Of course, Lea & Perrins used it as a wedge. You had to take so many cases to get the display. Last year La Choy came out with a combination package of chop suey, noodles and sauce and it sold very well."

### Famous Campaigns

"Strip-Ease is doing some promoting now with banners and advertising. Pittsburgh Paint does it every year . . . in May and June they stress house paints in newspapers and magazines.

"Then Revere is doing a lot. The salesman was here last week with a lot of different sets of stuff in display boxes, and they have a new one they call Patio Ware made to look like what they used in the Gold Rush days. He had at least eight different sets. Where on earth would I find a place to display all that? They're another company that doesn't give you a chance to sell one kind before they come out with a new design. Each manufacturer tries to outdo the next in bringing out new items. It's progress, I guess, but it is hard to decide which to carry."

"Wate-On is doing quite a lot. They are using radio and have displays you can order. Perhaps one of the most active campaigns in the drug stores is Revlon. They're doing something all the time. The latest thing is a Futurama case, filled, for \$1.25, the price of their ordinary lipstick. Just about three months ago Revlon

released all their products to drug stores for the first time. Some of them carried the full line before, but they couldn't order it direct from the manufacturer. One of the reasons they have this new setup, I understand, is to back up the drug stores because they don't want their products carried in grocery stores.

"The way they are doing it, the salesman calls to see if you want to sign up. They have what they call their Featurette Franchise Plan; the salesman showed me a very good brochure on it. You sign up and place an initial order, then you can order next time direct from the company. The salesman won't get in too often, he said, about every six months. They supply you with a Featurette cabinet and send promotional and advertising material, sales plans, etc."

"Right now Colgate and Pepsodent have combination offers on toothpaste. Pepsodent is two 49-cent tubes for 79 cents. Even though it is a promotion, the manufacturer's main idea is to give the store less than the retail minimum. It isn't our fair trade price; it's the manufacturer's.

### More Famous Campaigns

"Last summer Johnson & Johnson had a first-aid promotion. It was a floor display with first-aid supplies featured in it and it was very effective. Right now McKesson is getting up a local radio promotion that includes several manufacturers, all on small deals. Pepsodent, Williams, some others. I like this tie-in because the more items mentioned, the better chance there is for a sale."

"Jell-O is promoting summer desserts again this year as they did last year. They do special advertising and offer us display pieces. (They also did a nice job promoting fancy desserts at holiday time.) Last summer Dromedary and Cinch cake mixes had promotions in which they offered co-operative advertising, coupons, and consistent national advertising."

"In April, for Hardware Week, Stanley ran some fine special-price promotions. We got enough hand drills so we could continue the special price for a couple of months. Then a couple of weeks ago the Reynolds Metals Co. had a very good do-it-yourself promotion. They sent a man to put in a whole window for us, which we left for a week. It was a good display and very effective."

"Perk dog food has two cents off on the can and Red Heart gives one can free with two. General Mills has a promotion on cake mixes. Old Dutch has one with three cents off, and Bab-O has a one-cent sale. I like them all and the customers like them."

Final question put to the dealers was this: "When and if a manufacturer offers you a promotion plan in which his product(s) figures, but which offers you an opportunity to tie into it other merchandise you sell, does it have more, less, or the same appeal as a promotion plan designed to sell just that maker's product(s)? Any recent examples?"

(Editor's note: None of the dealers cited any instance where a manufacturer had offered a promotion which enabled the dealer to select from his own stock products of other manufacturers that made natural "running mates.")

Only two of the nineteen dealers are cool to tie-in promotions. Among the remainder, a number qualified their answers by pointing to certain conditions which must be met if a tie-in promotion is to be satisfactory.

### Some Dealer Doubt

Comments of those who see little appeal in tie-ins:

"I don't go much for that. I think a lot of people would buy pancake mix on a promotion, but maybe they have syrup, or like a different brand, or make their own. A lot of people down here make their own. In that case a tie-in doesn't do a thing."

"I don't like tie-ins because a lot of times the customer will pick the item he likes out of the offer and then you are stuck with the others. I had one like that last year."

Now let's take a look at the dealers who favor tie-ins, who might be receptive to them if anyone offered a good one, or who find them profitable "if" . . .

"That depends on the 'package' . . . and the price must be right."

"I go along on that, but I haven't had any."

"Tie-ins have more appeal, but I can't think of any we've had recently."

"I think that is always a good idea. We had one that was good, called a Family Medicine Chest. It was Vicks VapoRub, Bayer aspirin, Phillips' milk of magnesia, Noxzema and Vasoline.

"Over there in that basket are several toothpaste and powder items, all '2-for' items. I put all brands together and let people take their pick, instead of taking a lot of shelf space for them. I'm against that type of merchandising; the manufacturers tell you people buy more this way, but it's a bunch of hooey. If they get two this way, they just won't buy one at the regular price as soon, so we druggists are cut out of extra profit.

"If it's a natural tie-in, like a shampoo and hair tint, I think it helps."

1956 U. S. CENSUS BUREAU SPECIAL REPORT SHOWS

**HOUSTON NOW 1,077,000**



*Now, more than one million people*  
live in metropolitan Houston. That's 33.5% more than in  
1950! The 1956 U. S. Census Bureau Special Report dramatically  
highlights Houston's continuing rate of growth. Wise  
advertisers eyeing the fabulous Southwest will do well to take  
a second look at the expanding Houston market.  
In Houston, the daily newspaper with the largest circulation  
gain, 1950-1956, is The Houston Post. Get the new story of the  
Houston market where the trend is to The Post.

## THE HOUSTON POST

Represented Nationally by **MOLONEY, REGAN & SCHMITT**

*Written and Edited to Merit Your Confidence*

### TOP TEN BRANDS

#### 1956 HOUSTON POST STUDY

BY DAN E. CLARK, II, & ASSOCIATES, INC.

Available about September 1, 1956, continuing  
survey of the Houston market showing — by family —  
preferences in foods, beverages, household  
products, drug sundries, toiletries, appliances,  
automobiles, and other products. The survey also  
shows distribution in grocery and drug stores.  
To reserve your copy, call or write The Houston Post,  
or your Moloney, Regan & Schmitt representative.



# want more sales from industrial distributors?

Then be sure your industrial distributor salesmen are devoting maximum time and effort to selling your line.

Be sure they are constantly informed about your company, its policies and its products. Be sure they know the sales features of your products, the markets for these products and the advertising support you are giving them.

For the more your industrial distributor salesmen know about your company, its policies and its products, the more time they are going to spend selling these products to industrial buyers, the more sales they are going to make for you.

**INDUSTRIAL DISTRIBUTION** can help you keep your distributor salesmen "sold" on selling your line.

It reaches distributor organizations of all types and sizes throughout the country. It is read by the sales personnel of these companies—inside and outside salesmen, telephone salesmen, counter men and order takers.

These salesmen read **INDUSTRIAL DISTRIBUTION** for sales information, ideas and techniques. They are looking for information that will help them sell more. What better atmosphere could you have for your messages to your distributor salesmen?

## Industrial Distribution

330 West 42nd Street, New York 36, N. Y.  
A McGraw-Hill Publication • ABC • ABP

"Tie-ins don't necessarily appeal to me. But they are all right if just two items are involved, maybe pancake mix and syrup, but we had one not too long ago on Pet milk, Pillsbury pie crust mix and a fruit item, that wasn't too good. It's just too complicated, with too many items involved."

"I'm always glad when we have a tie-in promotion. There are a lot of small things in the hardware business which are too small to promote separately if it is up to us to do it."

"Here is an ad that I like. [He showed a half-page advertisement featuring about 20 small hardware store items and listing the stores where they could be found. It included both seasonal and non-seasonal items from wrenches, mailboxes and house numbers to insect spray.] The jobber got this ad up. The stores paid \$10 each for the name-listing, but the ad cost more than that. The jobber probably got each of the manufacturers to kick in too. Out of these several items each of us should make enough sales on something to more than pay us for participating. Sometimes the jobber takes his advertising allowance and applies it to the discount he gives us. For example, if he had a 40% discount to allow us, he'd add 10% which the manufacturer allows for advertising, then give us a 50% discount. Some jobbers just take the allowance and do nothing with it;

then some do like this fellow and work out a cooperative ad. A lot of small hardware items are jobbed. We seldom have a contact with the manufacturer."

"I like them very much. Salada had one. I just took the display down yesterday. It tied tea, sugar and lemons together. They gave us the display unit and it worked real well."

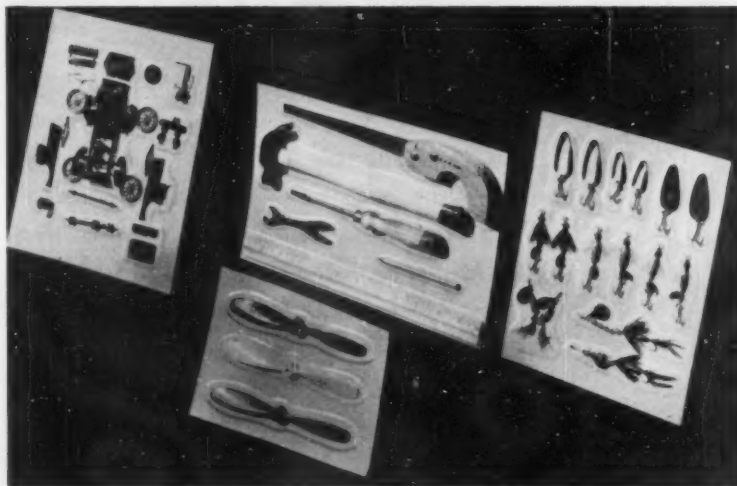
"Display-wise we like them, but not sales-wise. We don't feel that the tie-in sales are ever very large, but the display is suggestive and sells more single units. For example, last summer we had a bacon, lettuce and tomato sandwich tie-in, a price on a pound of bacon, a tube of tomatoes, and a head of lettuce. We sold only about 10 complete units, but we sold a lot of each item separately, so I guess it was really effective."

"Yes, I like the idea of tie-ins. We've used Armour's ham and a package of sweet potatoes with it on a promotion of our own and it went over very well."

"I've never had one offered but I might be interested."

"We like tie-ins when they're good and really help sell."

"Tie-ins are all right if, at the time they are offered, my stock of the items involved isn't too heavy, and if there is a price cut involved. If I have to take the whole cut myself, it's not worth it."



**CONTOUR PACKAGING** can cut costs, according to Comet Industries, Franklin Park, Ill., manufacturer of vacuum forming machines. Where products require visual display, it reduces damage from handling, increases sales. Further, since the product is completely covered with a transparent plastic skin, boxing can be eliminated. The product is held firmly to a display board or cardboard backing and it differs from blister packaging in that the plastic follows the shape of the product.



"I think they have more appeal than a promotion for any single product, but I haven't been offered any." [Side comment: "If the manufacturers would send out a picture and a price on new items rather than depend on their jobbers to get information to dealers, it would bring faster sales and there would be a better feeling on the part of the dealers toward the manufacturers."]

"Right now, McKesson is setting up a local radio promotion that's running from two to six manufacturers, all on small deals . . . Pepsodent, Williams, some others. I like this tie-in because the more items mentioned, the better the chances for a sale of one or more."

### How to Make It Local

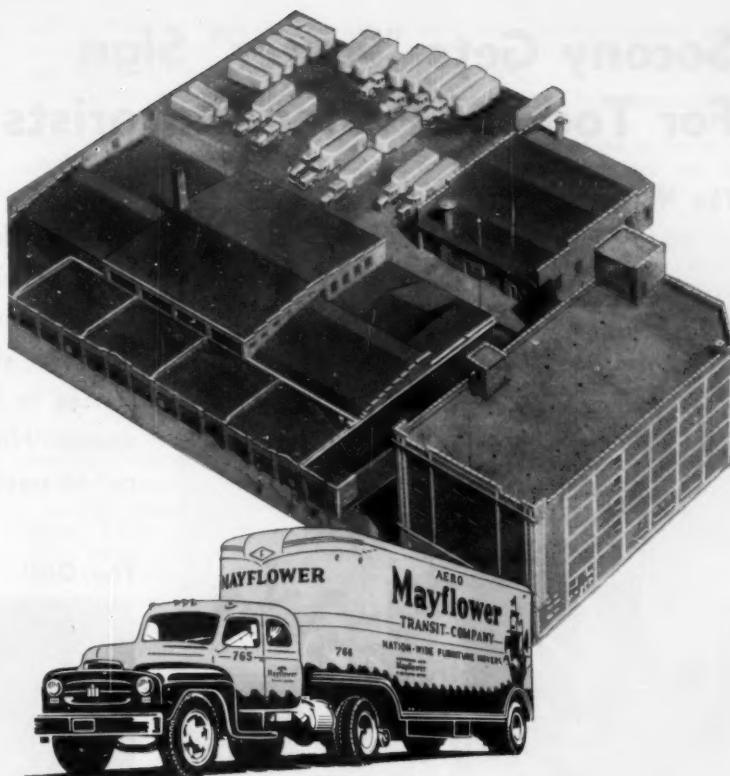
The final comment touches on a crucial problem common to national magazines and the manufacturers who advertise in them: the problem of making clear to the dealer in Peoria, Worcester, Keokuk or Bakersfield the local value of advertising in national media.

"Some tie-ins are so weak. For instance, Log Cabin has a tie-in with nuts and ice cream, but the national advertising on that is in magazines and does us absolutely no good. I'd be interested in such tie-ins if there are store displays and something we'd really get returns from."

What you can do with this report:

1. Examine your sales, advertising and promotional policies in the light of dealer reactions.
2. Pay particular attention to possibilities for long-range planning of next summer's sales program to take advantage of potentials seen by the retailers.
3. Take a second—and a third—look at possibilities for tie-in promotions.
4. Very particularly: Check the weak spots in the merchandising of your advertising and in the coordination of your advertising with communications at the jobber and dealer levels.
5. Start to plan *now* to give your salesmen something to sell next summer besides "conversation."
6. Put your research department to work on a dealer-attitude survey of your own to get an up-to-date picture of your policies and operating methods as seen through the eyes of your retailers.

The End



## for Responsible Responsibility

### CHOOSE MAYFLOWER LONG-DISTANCE MOVING SERVICE

► By "responsible responsibility" we mean: "We stand back of our service . . . we are prepared and able to make good on our promises." In long-distance moving it means a company that assumes *complete* and *undivided* responsibility for every move . . . and for every detail of every move. It means a company that is well-established . . . that *is* financially responsible. That's the kind of responsibility you can rely on from the Aero Mayflower Transit Co., Inc. . . . provider of America's Finest Long-Distance Moving Service since 1929 . . . the first carrier to receive nationwide operating rights from the ICC . . . and the owner of the world's largest fleet of moving equipment.

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**America's Finest Long-Distance Moving Service**

# Socony Gets "Faster" Sign For Today's Faster Motorists

## The New:



**BIGGER LETTERS, FATTER LETTERS,** and a smaller red horse. This new combination can be read twice as far away as the old shield, is clearly visible from twice as wide an angle.

Gone is the long-familiar shield with its big Flying Red Horse. In its place—at monumental expense—is a new "Mobil" sign visible at greater distances to motorists traveling at high speeds. No, the horse is not being put out to pasture!

## The Old:



**MILLIONS** invested in it, but time to retire.

Socony Mobil Oil Company's Flying Red Horse Mobilgas shield, which for decades has beckoned motorists to the 44,000 Mobil gasoline stations along the highways of the world, is being replaced by a new Mobil sign.

### Why the change?

According to Mobil marketers, the inside story is one of exhaustive surveys and tests over the years.

The shield-change follows the company name-change last year, from Socony-Vacuum Oil Co., Inc., to Socony Mobil Oil Co., Inc., after a continuing study going back to 1947.

The name-change was made, company marketers explain, for these reasons:

While Mobilgas had long been one of the best-selling brands in the world, "less than half of the people questioned in polls knew that our company made it. Put it another way: If you took down all the Mobilgas

and Flying Red Horse signs at service stations and put up signs with only the old company name, less than half the people driving by would know what brand of gasoline was sold there.

"We saw the need for tying together the name of our product and the company name in the public mind. One reason for this is that gasoline is bought sight unseen; public confidence in the integrity of its maker here assumes a new importance. In the case of toothpaste or a soap or a cigaret, the buyer has an immediate and personal opinion. He can smell the cigaret burning, taste the toothpaste and see how well the soap lathers—but he never even sees the gasoline he buys.

"The name Socony was retained as part of the new name because it is

one of the best known names both in industry and in financial circles."

Just as the old company name was one of the best known names, the Flying Red Horse Mobilgas shield for many years was one of the best known service station signs on the road. But changing times brought two big problems sharply into focus for Socony Mobil Oil marketers: visibility and brand identification.

"Today's motorist," they point out, "drives 50 and 60 miles an hour in open country. Many times he is miles from home and doesn't know where the next Mobil service station is located. He therefore must have plenty of advance notice if he is to stop safely. The problem of long-range visibility becomes extremely important, and it will become even more important as the nation's new road-building program gains momentum.

"The same far-ranging motorist must also be able to recognize in-

**BY ALICE B. ECKE**

**SALES MANAGEMENT**

stantly his favorite brand of gasoline. The increased tempo of competition and the new brands sold in many areas make this factor of brand identification even more vital."

A consumer survey, conducted several years ago by Alfred Politz Research, Inc., revealed that barely 50% of Mobilgas users referred to the company's gasoline by some name which included "Mobil." The rest called it "Socony," "Magnolia," "General Petroleum," "Flying Red Horse" or even "Standard" gasoline.

"The people surveyed were actual Mobilgas users," Mobil marketers point out. "Undoubtedly, the findings would have indicated even greater confusion among buyers of competitive brands—people we'd like to win over to Mobil products."

In a later survey a number of Mobilgas users were shown the Flying Red Horse and asked this question: "What gasoline does this symbol represent?" Only 58% answered "Mobilgas." Another group of Mobilgas users was asked this question: "What is the Mobilgas symbol?" Only 60% answered "the Flying Red Horse."

#### Short on Visibility

Mobil marketers then were convinced that the Mobilgas shield was contributing to the confusion, for it was the first line of communication between the Mobil service station and the motorist.

In addition to these surveys, another test was made. A full-color movie showed a stretch of highway with a large number of service stations representing several competitive brands of gasoline. It was edited so that the Mobilgas shield and the signs of two major competitors appeared exactly the same number of times for the same number of seconds. The other brands were not edited.

The movie was shown to consumer test audiences who were asked to make a note of the brand of gasoline which appeared most often. Mobilgas did not score as high in recognition as either of the other two test brands. "This," Mobil marketers maintain, "was a clear warning that the Mobilgas shield fell short on visibility and impact."

The old shield was designed for the Colonial-type service stations which once dotted New England and New York. As the company expanded its marketing area and functional, streamlined service stations replaced Colonial architecture, the Mobilgas shield appeared outdated and out of place. It was 72 inches high and about the same width—the largest size

which could be made economically from a single sheet of steel. It did not lend itself to use of plastic or other lightweight materials.

The questions, then, before the company were: Could the Mobilgas shield be improved to overcome its shortcomings revealed in consumer tests? Should it be replaced by a new sign?

The problem was put before Peter Schladermundt Associates, industrial designers, whose first assignment was to analyze service station signs of Mobil's major competitors and to determine how well the Mobilgas shield stood up against them.

The findings clearly pointed out that the Mobilgas shield did not compare favorably with the signs of the company's toughest competitors:

1. The Flying Red Horse and the brand name, Mobilgas—displayed with equal prominence—competed with each other for the motorist's fleeting attention.

2. The shape and size limitations of the sign plus competition between its two major elements severely curtailed the range within which it could be clearly visible to the motorist.

These findings were studied by the company's national marketing committee, comprised of executives from the Socony Mobil Oil Co., Magnolia Petroleum Co. and General Petrol-

eum Co. The final decision was to authorize Schladermundt to design a new sign.

According to Schladermundt, "An identification mark is a distinctive word, emblem, symbol or device used to identify products for sale with the manufacturer or seller of the products." The optimum mark, he explains, therefore must have . . .

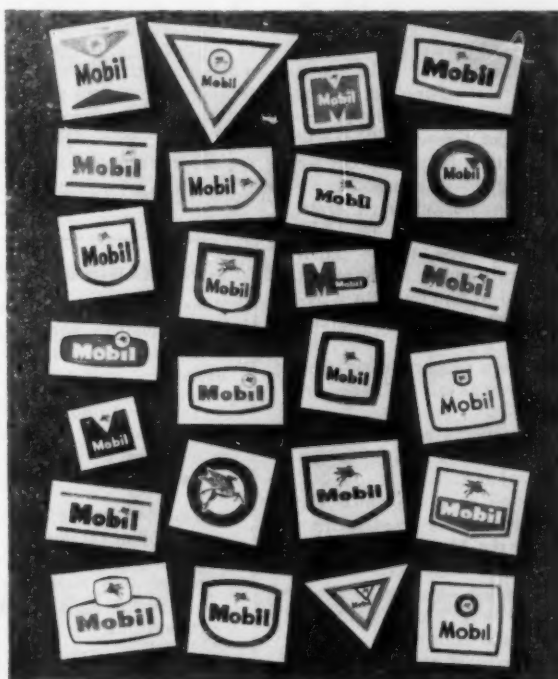
- Impact—single impact with immediate appeal.
- Legibility—instant recognition and impression.
- Simplicity—ease of understanding.
- Distinction—recall and remembrance.
- Adaptability—reproducible in any size or medium.

In addition, Mobil marketers point out, a point-of-purchase function is required of this mark. It must . . .

- Visually inform the consumer that he is approaching one of many service stations offering particular products and services.

Exhaustive design studies were made to determine the relative advantages of various shapes, color combinations, emphases between the word "Mobil" and the Flying Red Horse, and other factors.

These studies revealed one important fact: the impossibility of giving



HUNDREDS OF SKETCHES were tested to determine the relative advantages of various shapes and color combinations. Here are some that didn't measure up.



equal play to the word "Mobil" and the Flying Red Horse symbol without sacrificing other desirable characteristics.

Schladermundt recommended two designs which tests had indicated were superior to all others: (1) an elongated oval with the word "Mobil" and nothing else; (2) a modified shield with the word "Mobil" as the principal display and the Flying Red Horse as the secondary display.

These recommendations were turned over to the company's Market Research and Analysis Department for further consumer testing, to find out whether consumers would prefer the design without the Flying Red Horse. When the modified shield was shown without the horse, the oval sign was voted in. But . . . when the Flying Red Horse was put back, the modified shield won by a decisive majority over the oval Mobil sign.

### Design Preference Tests

After that the Flying Red Horse was replaced by an ornamental figure to test design preferences without calling attention to a familiar symbol which might influence the vote. The modified shield with the ornament won by a sharp majority.

When the Flying Red Horse was put back in place of the ornamental figure, the modified shield won by an even greater margin over the oval sign.

Then, to test visibility, the name on the sign was misspelled. Consumers, of course, could not guess that the sign had the word "Mobil" on it. They had to be able to clearly see the lettering.

The lettering was changed from blue to red to check visibility. The blue lettering proved to be much clearer. Several styles of lettering were also tested to find out which lettering was easiest to read. These tests proved that . . .

- the new sign can be clearly read twice as far away as can the Mobilgas shield.

- the new sign can be clearly read from twice as wide an angle as can the Mobilgas shield.

- the over-all area in which the new sign is clearly read is seven times as great as for the Mobilgas shield.

So—after more than two years of research, designing, testing and re-designing—the new Mobil sign was recommended and approved.

"The simplicity of the new sign," Socony Mobil Oil management believes, "should go a long way toward better recognition of our brand name among the motoring public. The

change in wording from 'Mobilgas' to 'Mobil' will link the sign to the entire line of Mobil products—Mobilgas R, Mobilgas Special, Mobiloil, Mobiloil Special, Mobil tires, etc.—available at Mobil service stations. This should help to bring about a stronger carryover from Mobil advertisements to service-station sales.

"The fact that the Flying Red Horse is reduced in size on the new sign emphatically does not point to the beginning of the end of our world-renowned symbol.

"The horse—one of the best known corporate symbols in the world—is tremendously valuable to the company. It will continue to be prominently displayed all over the world on service station buildings. It will appear on product packages. It will be displayed in advertisements. It will be imprinted on Mobil tires and other products. It will appear on letterheads, invoices, etc."

The latest materials and processes will be used in the new signage. Socony Mobil's Engineering Department, in conjunction with research experts from Peter Schladermundt Associates, adopted a fresh, broad approach to the selection of materials and processes for construction of the new sign. They made an investigation of available methods, and studies are still going on.

From a structural point of view, the most notable of the new signs is an exterior-lighted one of two sheets of thin-gauge porcelain-enameled metal mounted on a paper core—a technique borrowed from the aircraft industry. This sign can be supported by a single, central pole and does not require a structural steel rim. It has

the advantage of extreme strength and rigidity and minimum weight. Ingram-Richardson Manufacturing Co. has produced the first of these signs for Socony.

The internally-lighted signs have been manufactured by Textlite, Inc.

Scotchlite, a light-reflecting material manufactured by Minnesota Mining & Manufacturing Co., is used on Socony Mobil trucks. It will form the background for the word "Mobilgas," which will appear in blue on each side of a truck, and as a background for the new identification symbol itself, which will be reproduced at the rear of each truck. Red Scotchlite will form the V-shaped lower base of the symbol and the Flying Red Horse. Decalcomania Co. is developing application of the new design to trucks.

The new sign will be made available to all Mobil dealers. It will also be used on company bulk trucks, refineries and other properties. It will take about three years to complete the changeover and the cost is estimated to run up into seven figures.

Is the sign-change worth the money and time it will cost before the sign program is completed? Mobil marketers are convinced that it is.

Says Glenn L. Werly, retail merchandising manager of Socony Mobil: "In my opinion our new sign represents the best identification sign in the petroleum industry. The change in the company's name, together with the sign-change, will help to build a closer identity between the company and its entire line of Mobil products. It should assist in increasing the sales of all our automotive products."

The End

### A PACKAGING DECISION Can Change the Course of a Business

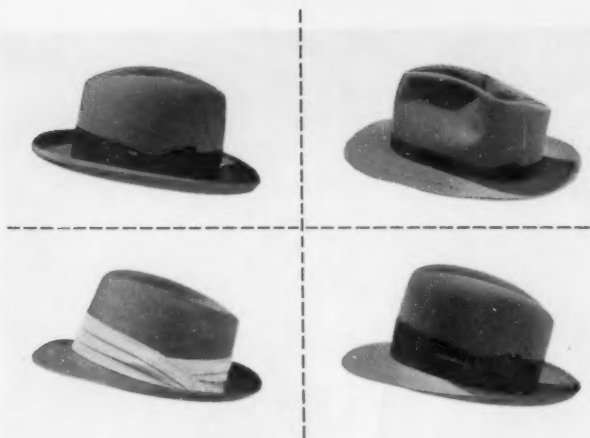
Consider for a moment the wonders you can perform with one small decision . . . a packaging decision.

- You can bring a dying business back to life . . . make a healthy business a major force in our national economic life.
- You can create major markets for minor products . . . transform drab wallflowers of commerce into modern Cinderellas . . . make local luxuries national necessities.

- You can create jobs, conserve natural resources, improve public health, strengthen the nation's defense.
- All these things—and more—you can do with a simple packaging decision.
- Is it any wonder American businessmen spend more money each year for the power of packaging than they spend for all the mighty flood of electric power that lights, heats and turns the wheels of our nation's industrial machine?

From *The Selling Power of Packaging* by Vernon L. Fladager, Account Executive, D'Arcy Advertising Agency, to be published in October by McGraw-Hill Book Co.





*A business paper that tries to be all things to all people can't help but spread itself too thin.*

*Result? It doesn't adequately serve anyone. Because of this **practical builder** tries to do just one thing and do it superlatively well. It is exclusively a Builder's Book... edited for builders by builders. That's why it invariably comes out on top in every unbiased reader-preference study. And that's why you don't have to dilute your advertising message to make it appeal to a cross-section of diverse industry interests. PB is solid meat through and through. That makes it the Basic Book for builders... and the Basic Buy for you!*



**...of the light construction industry**

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Brick and Clay Record and Masonry Building.



THIS PICTURE (above) tells the story of a sales presentation that failed. The salesman in the booth at an airport is calling a purchasing agent. He's made a long trip by plane especially to see his contact—and he really has a good product to sell . . . an automatic timer which would greatly increase the efficiency of the washing machine the purchasing agent's firm manufactures. But he reckoned

without time. The p.a.'s schedule is full; there is no gap into which he can fit the salesman. As a consequence the salesman has to set up a future appointment. And in the meantime the p.a. will have talked with a salesman for a rival timer device. Lesson: Always call from your office before attempting to see a busy man. You'll have saved time and money.

## Why Phone Prospects Listen After Your First 10 Seconds

To attract more telephone usage among businesses — especially sales departments—AT&T is sending on the road a special "show" which is designed to aid salesmen, sales managers in perfecting their phone techniques.

Using the telephone as a sales tool requires different brands of salesmanship from those of a sales talk delivered "live."

Recently the American Telephone & Telegraph Co. has been sending on the road a practical demonstration of good telephone sales techniques, making use of life-size shadow boxes combined with color slides to provide locales for typical sales situations. Actors pantomime action.

Various skits — demonstrating the wrong and right ways of using the telephone — take the viewer into industrial plants, the kitchen of a typical home, a hardware store.

The skits bring out several pointers which any sales manager who is using, or plans to use, telephone solicitation should bear in mind: You must catch and hold your prospect's interest in about 10 seconds—about a third of the time specialists generally

allow for face-to-face selling. . . . You have only *sound* to work with—your voice through words — its attitude and inflection. They must portray exactly what you mean since your prospect cannot see you, your gestures, your facial expressions, your surroundings; no exhibits. And you cannot see the expressions on your prospect's face, or the look in his eyes. So you must say not only everything you mean and exactly what you mean; you must also ask the prospect exactly what you need to know.

You may catch your prospect at an inopportune time. Often the tone of the opening remarks can give you the cue to your sales approach.

The telephone salesman must do in split seconds what a face-to-face salesman can take minutes to accomplish. There is more immediacy connected with telephone sales than with the person-to-person variety. There is less

time to think of a positive answer to a tough question.

But despite the techniques involved, the average salesman can become a good telephone salesman by obeying basic rules and by learning good telephone techniques.

The skits presented by the telephone company bring out these basic essentials:

1. You must have a *hinge*—a reason for making the call.
2. You must have a *benefit*—a reason for the prospect to listen to you, a potential benefit to him for doing so.
3. You must have a planned *gimmick*—a reason for taking action now.
4. You must have a planned and well-phrased leading question so as to assay the sales potential of your telephone prospect—so that you can measure your *self-interest* in continuing the call.
5. You must have frequent *trial closing* devices to consummate the sales as quickly as possible. No one ever loses in selling by making frequent trial closings.
6. You must confirm your sale. Make sure, very sure, that your prospect has a clear impression of your proposition and that you have a clear understanding of what your prospect means—and that both of you have a definite understanding of the obligations assumed.

The End



HERE'S AN EXAMPLE of good telephone technique. A salesman for a distributor selling to hardware firms calls ahead. He'll be in Mr. Blank's town next day: He has an attractive line on which he can give exclusive distributorship to Blank . . . Can he take Blank to lunch next day,

any time at his convenience? Because he's pointed up the advantages he offers, has allowed time for the hardware man to arrange his schedule, picked a quiet, pleasant meeting place, he gets his appointment . . . and the sale! This is not a new idea, but an often neglected one.

## Tested Sales Techniques Sell For You By Phone

The Telephone Sales Practices Committee, of The Sales Executives Club of New York, has run many workshop sessions, aimed at improving telephone sales techniques.

Says Ted Johnson, former chairman of the Committee, "After summing up the problems inherent in selling an intangible such as savings bank life insurance, the Lincoln Savings Bank tested telephone selling and developed a telephone sales presentation concentrating on persons who had bought SBLI from Lincoln years before but who hadn't applied for the maximum amount allowed by law. Of 819 calls made, 444 prospects indicated interest. Actual sales resulted in 24 policies sold at less cost than previously experienced in converting newspaper inquirers into policy holders."

Tire Mart, Inc. (National Fleet Service) has 25 telephone salesmen each of whom sells between \$300,000-\$400,000 worth of truck tires annually to fleet operators throughout the country. They use a tested technique.

The Committee has found that the best telephone salesmen are the ones who are able to compress their sales talks to the point where they can close in three or four minutes. At three or four dollars a long distance call, garrulous salesmen can be expensive salesmen, and irritate potential customers.

A leading New York newspaper has found that women make the best telephone solicitors. And it gives the women sales training before putting them on the job.

The total impact of the telephone salesman's audible personality, says a Committee member, must be evaluated

in hiring salesmen. The quality of the salesman's voice is usually no problem as long as no serious defect exists.

The telephone salesman's ability to make many calls a day at a few pennies to three or four dollars a call, as contrasted with the outside salesman's four or five calls daily at a rough cost of from \$10, is a phenomenon deserving the attention of every sales executive, believes this spokesman.

Here are some suggestions from the Committee, regarding telephone presentations:

- (1) Examine your product or service. Write down a list of the important features of what you are selling—price, style, timeliness, quality, quantity available and how it has helped others. Then . . .
- (2) Analyze your prospect list. Get all the information available about the people you are going to call. Are they present customers? What have they bought? How often and how much? What related items might they use? If they're former customers what are their buying habits and why did they stop buying? Are these new prospects? If so, what do they know about you and vice-versa?
- (3) Write out your selling ideas, step by step. Make sure no vital point is overlooked. Develop a check list of these ideas and the order in which they should be presented, making sure your presentation is logical and leads up to the point where your customer says "Yes."

# More and More "Benefit" Factors Coming into Salesmen's Pay Plans

There are valid reasons. Salesmen who can't get the "plus factors" any other way are likely to go after them through unionization. And many a company is learning that the "extras" are important in attracting and holding good men.

"Firms eager to hire the best qualified young men as salesmen are likely to find from now on that they have no appeal for these candidates unless they are in a position to offer certain benefits over and above immediate monthly compensation."

This view is expressed by William Hardy, sales manager, West Coast Life Insurance Co., San Francisco. The benefits he refers to include retirement plans, various kinds of health insurance, paid vacations, and a long list of other adjuncts to salary and commission now coming into more general use in a wide variety of industries.

Some of these benefits have been in effect for years among the more enlightened companies. But elsewhere they have been adopted as a result of labor unions' shifting emphasis on concessions beyond wages and hours.

## Forgotten Men?

Even in the face of today's tight situation in sales manpower, it is easy to find many companies where salesmen are not offered any of the benefits enjoyed by factory workers. The salesmen, as one executive put it, "are left out in the cold with only their rugged individualism wrapped around them."

Under the aegis of the San Francisco Sales Executives' Association, Hardy recently was co-chairman of a round table discussion on the subject of fringe benefits for salesmen.

During the meeting a questionnaire was passed out and filled in by 33 members, anonymously. The questionnaire asked for fringe benefits offered by firms the participants represented. It was pointed out that in the years ahead "more and more salesmen under consideration for employment will be asking more about your fringe benefits than about the job itself." It was suggested that regardless of how management felt about this attitude on the part of job candidates, companies would do well to forget some

of their old policies and prejudices and adjust their sights to the realities of the situation.

(Some months ago SALES MANAGEMENT pointed out that these "realities" are based on simple economics. Under today's tax structure it is almost impossible for a man to save enough money to provide retirement income unless he is the fortunate possessor of inherited equities. This situation preys on the minds of salesmen as it does on the minds of workers in any other trade or profession and it, more than anything else, is responsible for the pressure to gain retirement and insurance benefits.)

## The Union Issue

Discussion during the San Francisco round table brought out the opinion that programs of fringe benefits for salesmen are effective in heading off unionization of sales forces. Sales managers expressed the belief that "since the merger of the Congress of Industrial Organizations and the American Federation of Labor there is a strong possibility that further pressure will be exerted for unionization and sales forces may well be a target."

The San Francisco and East Bay Areas are among the most intensively unionized areas of the country, hence the concern of the management men about the relationship between fringe benefits and unionization. On the coast unionization has extended into just about all of the businesses that employ driver-salesmen — wholesale and retail bakeries, dairies, groceries, beverages and similar fields. Sales staffs of many automobile dealers are unionized, and some insurance personnel.

The executives participating in the round table were somewhat startled at the range of benefits now being given to their sales forces. Here is the breakdown, covering the 33 firms:

Hospital, surgical, medical, for self

and dependents: 19.

Group life insurance, self and dependents: 17.

Accidental death: 11.

Retirement plans, contributory: 4.

Retirement plans, non-contributory: 8.

Paid vacations and holidays: 21.

Company-owned automobiles: 10.

Pay roll deduction services and personal purchase privileges: 16. (These cover instances where companies do the bookkeeping for employees who wish to have a specified amount taken out of salary for such a purpose as the purchase of U.S. bonds. Or instances where deductions are made to cover additional insurance, or different kinds of insurance, not provided in the over-all insurance plan. "Personal purchase privileges" refer to sale, at a discount, of company products to employees, or to plans the company sets up with outside suppliers through which the employee can buy at a discount with bills paid through pay roll deductions.)

## "Off the Record"

Recreation sponsorship (bowling teams, softball, etc.): 10.

Salary continuance after illness or accident: 17.

Subsidized lunches: 11.

Guaranteed annual wage: 4.

Medical consultation: 4.

Social functions paid for by the company: 11.

Several of the reporting companies give an extra vacation after a specified number of years of employment. Several others reported a company stock purchase plan. The sales executives pointed out that in cases where companies offered benefits to home office employees but not to salesmen, the salesmen could be expected to ask for these same benefits.

Although admitting off the record that fringe benefits for salesmen will be increasingly indicated if further unionization of sales forces is to be staved off, many sales executives interviewed by SALES MANAGEMENT felt the issue to be so full of dynamite that they talked only with the understanding they would not be quoted by name.

"If we except the men usually described as driver-salesmen, I do not believe salesmen generally are receptive to the idea of unionization un-



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ONE OF THE DREARIEST BUSINESS PLACES in rich, busy Algona, Iowa, is the freight and one-time passenger station and grounds of the Chicago & Northwestern Railway. The station agent says the division superintendent, or some other big-brass, says not to cut the weeds. But the weeds seem to advertise loudly that the agent was right when he said business "ain't what it ought to be."

## Could Salesmanship Cut These Weeds?

Algona, Iowa—Kossuth County—land of 90-bushels-to-the-acre corn. Rich, lush pasturage to fatten cattle. A grand little farm supply town and county trading center, with several small manufacturing plants and a big hybrid seed corn company—all potential receivers and shippers of freight.

Yet the weeds grow up through the bricks on the station platform, and in and around the tracks of the great Chicago & Northwestern freight yards.

Passenger train service was discontinued. "Bout four years ago," the station agent told me. "Freight business isn't what it ought to be," he declared.

"You get any help from the traveling freight solicitors?" I asked.

"Yep, pretty good."

"How often do they come around to visit the shippers?"

"Oh, it depends. Sometimes once or twice a week. Then again we don't see them for awhile," the station agent replied, cautious and suspicious because he

had seen SALES MANAGEMENT'S reporter shooting the picture earlier in the morning.

"Any improvement in things since Heineman became chairman?" I pressed.

"Huh," said the agent, turning back to a small mountain of paper work which seemed to fascinate him. "Looks to me like he's tearing things to pieces."

Ben W. Heineman took over the once great Chicago & Northwestern only a few months back. He has promised improvements. Well, they may have to start right at the tank town station agents, who need to be taught how to sell—and released from burdensome paper work, given a chance to get out and meet the shippers.

As I left, the agent gave me a parting shot. "Not only the regular reports, but a lot of special reports are required now that Heineman took over."

Let the machines do the paper work, Heineman. Give the men a chance to sell freight service and make friends for the railroad.

Eugene Whitmore

less they are working under conditions where the pay arrangement is obviously unfair and where they are more or less continuously harassed by worries over ups and downs of income," says one sales manager. "In such a case the company is asking for unionization, and is likely to get it."

Here's the kind of situation he has in mind:

It involves approximately 550 car salesmen employed by 46 franchised new-car dealers in Minneapolis. Some of these men contended that a union was needed to protect them from sharp practices of the dealers as car

sales volume and profits of the dealers declined.

One salesman said he earned \$780 in May 1955. On the same volume of sales, he said, he would have earned \$375 in May 1956 under the new plan of commissions and guarantees the men were asked to accept.

## All Quiet on

### Hidden Spring Lane

"It's ten o'clock. The children are in bed. My husband has turned in early. He has a hard day ahead of him tomorrow..."

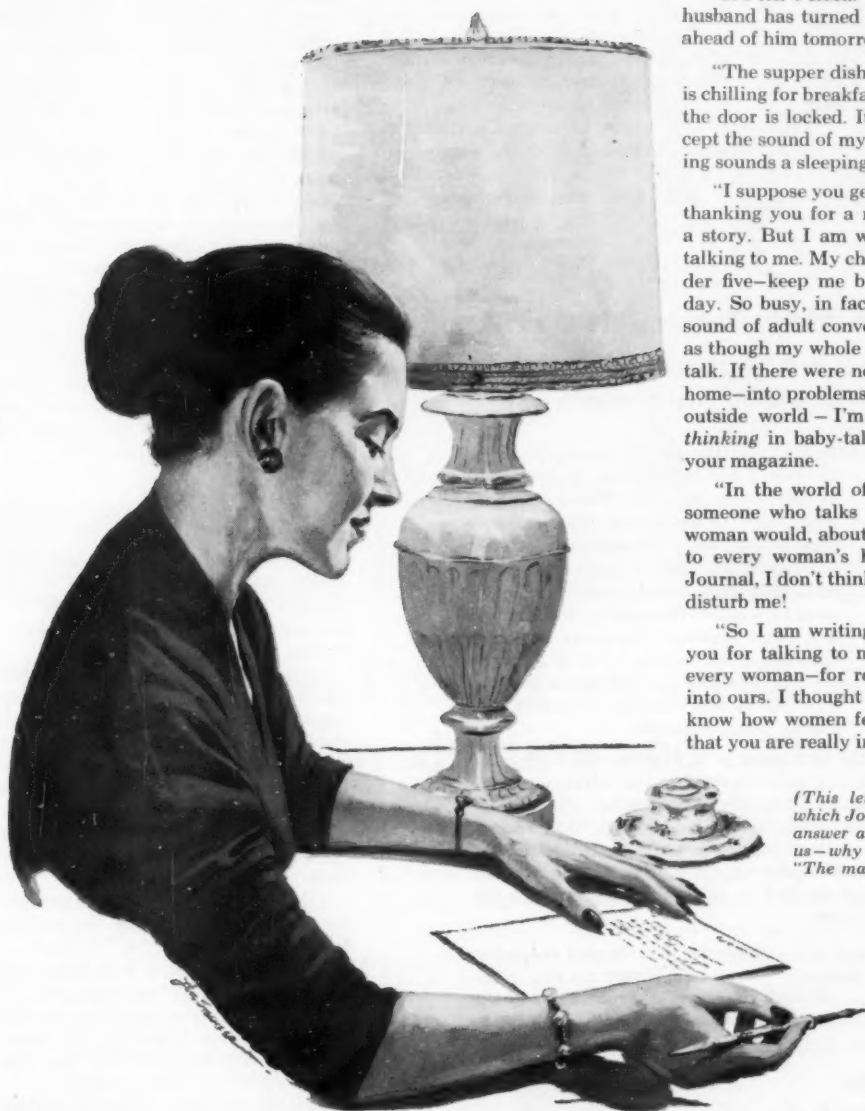
"The supper dishes are done, the orange juice is chilling for breakfast. The porch light is out and the door is locked. It is very quiet—no sound except the sound of my pen scratching, and the sighing sounds a sleeping house makes.

"I suppose you get a lot of letters from women, thanking you for a recipe or a fashion article or a story. But I am writing to thank you for just talking to me. My children—we have three, all under five—keep me busy and happy through the day. So busy, in fact, that I sometimes miss the sound of adult conversation. Sometimes it seems as though my whole day were spent talking baby-talk. If there were nothing to take me outside my home—into problems, interests and subjects of the outside world—I'm sure my mind would start *thinking* in baby-talk! But there is something—your magazine.

"In the world of the Journal's pages, I find someone who talks to me just the way another woman would, about all the wealth of things dear to every woman's heart. When I am with my Journal, I don't think that even a hurricane would disturb me!

"So I am writing to you personally to thank you for talking to me personally. For talking to every woman—for reaching out from your heart, into ours. I thought that you would really like to know how women feel about you. Because I feel that you are really interested in us...Thank you."

(This letter, a composite of thousands which Journal editors have received, may answer a question men have often asked us—why we call *Ladies' Home Journal* "The magazine women believe in.")



A CURTIS PUBLICATION

Actually his sales were down in May of this year, and his check amounted to \$260. This same man earned more than \$1,000 a month in four months of 1955.

Another salesman was working on a "20% washout" commission basis. (The salesman gets 20% of the dealer's net profit on a sale, but if there is no profit, the salesman is "washed out.") This man sold an air-conditioned new car for \$4,000. When he presented the proposed trade-in-and-new-car deal to the sales manager, the salesman was told he could close the sale only if he agreed to pay half the cost of the new-car license. The salesman did close the deal. The new-car price had been discounted \$600 to move the expensive model off the showroom floor. That was subtracted from the dealer's net profit. Then the dealer figured in \$100 for servicing

the trade-in car, and \$150 for servicing and going over the new car. These amounts also were subtracted from the dealer's net profit.

When the figuring was over, the salesman had a commission of \$7 for selling a \$4,000 car. He paid \$13 for his half of the new-car license, and ended up with a net loss of \$6.

While shopping around for a union, the auto salesmen at one time considered the International Brotherhood of Teamsters as bargaining agent. The teamsters union represents garage mechanics. The salesmen knew that in the event of a strike, the dealers presumably could operate without salesmen but they couldn't get along without mechanics.

At the time, however, the teamsters were involved in labor dynamiting incidents in Minneapolis and St. Paul (two teamster officials were convicted

in Minneapolis but found not guilty in St. Paul in two identical cases). There was also an unsavory case in which four union officials were convicted of accepting a \$10,000 pay-off from an industrial company.

The auto salesmen voted to join the Retail Clerks International Association, a powerful union in some parts of the East and on the West Coast. The retail clerks began negotiations for an initial contract for the auto salesmen, demanding a monthly guarantee of \$400, increased commissions, and other additional demands which the dealers considered "outlandish."

The auto dealers sent an industrial relations consultant to a few meetings with union negotiators, to remain within the law, but it was apparent from the outset that the union wasn't going to get anywhere. On May 10 the auto salesmen went on strike. The teamster mechanics went through the picket lines to report for work.

(Teamsters traditionally recognize picket lines of almost any union. When asked whether they ignored the retail clerks picket lines because they did not recognize the retail clerks as a union, one teamster official said, "Hell, we don't even recognize the clerks as human beings.")

### Why Salesmen Quit

The ill-fated strike continued three weeks, with about a dozen of the 46 garages picketed. Windows in two display rooms were smashed and one striker was arrested.

When the strike was about to fall on its face, the salesmen returned to work under an "agreement" in which the dealers promised to "sit down and discuss the issues, just as we've always been willing to sit down and discuss the issues." There wasn't much question as to how the discussions would come out, if, indeed, they are ever held.

Old hands among car salesmen are frankly puzzled by what the dealers have in mind. One said, "It has been reasonably clear for a long time that if you want to get any work out of a horse, you have to give it some oats once in awhile. We haven't been getting even hay for the last six months."

One of the largest new-car dealers has had three sales managers since the first of the year. One left after three weeks. Another lasted two and one-half months.

The salesman who has had top new-car sales volume in seven of the last 10 years in Minneapolis left shortly after the strike for California.

## IRE remembers the man He launched a balloon that opened a new electronic market!



WILBUR S. HINMAN, Jr.  
recipient of the  
IRE Diamond Award, 1956

IRE salutes Wilbur S. Hinman, Jr., with an award for outstanding contributions to radio-electronics. Mr. Hinman contributed much to perfecting the proximity fuze, and his work with radio sondes from weather balloons in the upper atmosphere created new markets for electronic equipment for weather forecasting. Mr. Hinman is a radio engineer who seeks and finds knowledge that benefits all as he grows in his field. IRE always remembers the man who builds markets for products and creates jobs for people.

The Institute of Radio Engineers is a professional Society of 50,000 radio-electronic engineers devoted to the advancement of their field of specialization. Their official publication, *Proceedings of the IRE*, is concerned solely with these men and their accomplishments. All that is history making in radio-electronics is first presented, then followed step-by-step in its development, on the pages of *Proceedings of the IRE* in authoritative articles by the men behind these advances.

IRE remembers the man! Is it any wonder that the men remember IRE? Best way to get products remembered, if they are sold in the radio-electronics field, is through the pages of *Proceedings of the IRE* for... if you want to sell the radio industry, you've got to tell the radio engineer!

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Radio  
Engineers  
**Proceedings of the IRE**  
Advertising Dept., 1475 Broadway, New York 36, N. Y.







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## MULTI-AD SERVICES, INC.

Box 806-S, Peoria, Illinois

He is setting up a business in which he will sell to retail souvenir shops inexpensive jewelry and art objects turned out in the Portuguese settlements around Los Angeles. He says he's through with car selling.

This perhaps is an extreme case, but it provides a revealing contrast to situations where companies enjoy happy and productive sales forces and minimum turnover rates. The majority of sales executives who were asked for both practices and opinions on fringe benefits as factors in salesmen's compensation said they had observed that generous fringe benefit programs were usually in operation among companies where the percentage of turnover on the sales force is very low. But turnover dogs certain kinds of selling even when extra benefits are in force.

One of these fields is specialty selling direct to the consumer. One natural gas utility, with a force selling gas-using appliances, offers hospitalization (at \$1 a month cost to the salesman), life insurance (no cost to the salesman), paid vacations, Christmas bonuses, and a retirement program in which the company pays two-thirds of the cost. Yet, says one of its executives, "we still have a heavy rate of turnover."

One type of fringe benefit in operation in many industrial companies requiring salesmen with engineering backgrounds is extended education partly paid for by the company — a plan which seems to have wide appeal to ambitious engineering graduates. Line Material Co., Milwaukee, for example, has a scholarship program under which a sales engineer may take advanced training in any phase of business that he and his supervisor consider beneficial. The company pays two-thirds of the fee every semester.

### Benefits and Turnover

In this firm the sales engineers enjoy the same benefits as other employees, including life insurance, comprehensive medical coverage, a bonus plan and a retirement fund. Thomas C. Hughes, manager, sales services, believes that this program contributes materially to a low turnover rate: Line Material has lost less than 1% of its sales engineers so far in 1956.

Another plus—awards of company stock—is popular with district fountain men (contacting jobbers, theater concessionaires, cup vendor operators) who sell fountain syrup, and zone managers for Dr. Pepper Co., Dallas. The top district fountain man, and top zone manager each year get 25 shares of Dr. Pepper stock. A com-

pany spokesman says: "They prefer the stock to money because, for one thing, they know they won't go out and spend it. Salesmen who win stock very rarely sell it. We like to award stock because once an employee becomes a shareholder, he is more solidly tied to the company. Often he'll buy more stock to add to what he has won. Though our cash bonuses and other incentive awards all are effective, nothing quite equals the appeal of stock."

Dr. Pepper's program of "extras" includes vacations; medical, surgical and hospital coverage at a slightly lower rate than an individual could get for himself; group insurance (company pays 50%); vacations (longer on a seniority basis); a credit union in which employees save money and from which they can borrow for emergency needs at a very low interest rate; cash bonuses (a man can earn as much as \$6,000 a year in bonuses) and incentive awards to bottlers' salesmen (and most bottlers have their own incentive programs).

Dr. Pepper lives in two worlds so far as unionization goes. Some of the driver-salesmen are unionized; in St. Louis, Dr. Pepper's company-owned bottling plant is unionized.

### Why Executives Are Caggy

The reticence of sales executives to talk freely on the relationship between fringe benefit programs and the union issue is traceable to a number of factors:

1. The shock some of them experienced on being confronted with the fact of unionization when they had ridden along for years on the assumption that "it couldn't happen to us." Now they must find ways to work harmoniously with unions. Company lawyers and personnel "brass" have gagged everybody on unionization.

2. Some sales executives are in the process of attempting to sell top management on the desirability of installing a program of fringe benefits and in cases where they have been unable to do so—at the same time acutely sensing the need for such a program—have a sense of frustration. Diplomatically, they cannot come out and say they're at odds with a board or an executive committee over policy.

3. Some prefer to sit tight on a no-extra-benefits policy until circumstances force action. From the standpoint of employee relations, they cannot put themselves on record.

4. Hundreds of companies are

operating with nonunion sales forces, but with unionized factory and service people. Any opinion an operating sales manager might express about disadvantages he sees in unionized salesmen would almost surely be picked up by production and service unions and used in or out of context, justifiably or unjustifiably, as evidence of prejudice and lack of good faith in any union bargaining session.

Subject to the limitations encountered in all attempts at generalization, the most thoughtful opinion in the field simmers down to something like this:

#### Benefits to Spread

Without any consideration of the possibility of more extensively unionized sales forces, fringe benefits of all kinds are here to stay. They are important factors in attracting good sales talent, in holding down turnover, in maintaining morale. A man who may have years of savings cleaned out through one serious family illness is almost sure to be a less effective worker for a long, long time. And a man who continuously worries over the prospect of arriving at retirement age without adequate savings, cannot attack the daily job of selling with the buoyancy and affirmative attitudes selling requires.

The economies brought about by a drop of even a few percentage points in sales force turnover may pay for a good program of fringe benefits.

The obvious values in a stabilized sales force, where experience is accumulated and used to progressively better advantage, are hard to express in terms of dollars and cents, but they are undeniably substantial.

And just as obvious: The trend is all in the direction of providing salesmen with fringe benefit programs. Companies that are slow in doing so not only put themselves at a disadvantage in the labor market but open themselves to adverse criticism, both from within the company and from without, for unenlightened employee relations.

Finally, there is unionization to consider. If a company does not want to be forced into the position of dealing with a salesman's union, the best possible insurance against such a development is a pay-benefits-and-good-working-conditions program. Here is the answer for a union organizer in the words of a salesman with a progressive company where salesmen are recognized as the motive power of the business and are treated accordingly:

"What can you get for us that we haven't already got?"

The End



Work relaxed . . . and

*really live*

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# Coral Gables

FLORIDA



## TOOLS FOR SELLING



**EVERYONE'S HAPPIER NOW.** Dealers who give liquor salesmen rush orders know that they will be placed by telephone without delay. Reason: Peirce Dictation Systems and Illinois Bell Telephone have rigged ordinary dictating machines to switchboard. A single operator turns on and off all the machines.

## Dictation Machines Record Salesmen's Call-in Orders

Ten dictating machines, lifted from their normal role on the desks of busy executives and plugged into a modified switchboard, have revolutionized a firm's order-processing

The "voice with the smile"—the telephone operator—always seemed to be talking to one of the 80 other salesmen when Union Liquor Co. representatives telephoned orders to their Chicago headquarters. Not only did the company's own men waste time doodling in phone booths, but customers wishing to place rush orders got busy signals and communication by telephone within the office was often tied up.

Union Liquor's first attempt to dig out from under this congestion was a directive to salesmen to call in only those orders that required next-day delivery. Other orders were to be mailed or delivered to the office in person. Since mail not infrequently took two days from the suburbs, customers were left waiting for shipments or salesmen wasted good selling time on trips in to headquarters.

"Order-processing has now become

a said-and-done, same-day affair," says Sol Z. Tankus, sales manager. The solution proved to be installation of a system for automatic recording of orders telephoned in. Ten dictation machines, handled by one girl, serve as automatic secretaries for the sales force. By dialing an unlisted number, a salesman obtains one of ten trunk lines served by a modified switchboard. The operator switches the caller to an idle dictation machine without even so much as a "hello."

Beginning with his account number, the salesman states desired delivery date, the name and address of his customer and his own name. Then, using a standard order form as a guide, he dictates the order item by item. The switchboard automatically shuts off the recording machine when he completes his call and hangs up. The private board exchange's buzzer and a panel of lights

atop the switchboard keep the operator posted.

With occasional part-time help, the switchboard operator is kept busy replacing used records with new ones, transcribing the salesmen's messages and routing them for processing. The possibility of playing back doubtful words usually eliminates any need for holding up the order until the salesman calls again and can clarify it. This and actual mistakes on brand or quantity happened not infrequently under the old "live" order-taking system.

A salesman has been known to transcribe nine customers' orders in three minutes, a feat that would have required half an hour dictating to a live operator.

### Saves Space, Staff

Two of the five order-takers formerly required have been transferred to other jobs. Two "live" writers for calls from customers and the salesmen's one switchboard operator are all the new system requires. Expansion of the former arrangement would have demanded more desk space than the company had available. There was also the important matter of training girls to recognize product and brand names, many of them difficult to spell and pronounce. The fewer girls now required lessens this need and operation of the switchboard and recording machines can be learned in a day. For a girl to assist in transcribing requires only the knowledge of dictation machines and products that company stenographers already have.

Tankus relates that 225 to 250 salesmen's orders a day were all that could possibly be handled by the old system. "We have now speeded deliveries considerably by getting all orders the day the salesman accepts them. As many as 750 have been handled with some part-time help for the machine operator," he finds.

"Originally our idea was just to hook a recording machine to a telephone," says Tankus. "We contacted various manufacturers and soon came to the conclusion that placing a telephone earpiece near the receiver of existing equipment would not produce a clear recording. After some digging, we obtained the cooperation of Peirce Dictation Systems and the Illinois Bell Telephone Co. in producing what we needed."

"While customers are quick to complain, they very seldom pass compliments on improved conditions. We can say, though, that the new system has reduced the number of complaints."

The End



Announcing an important addition to

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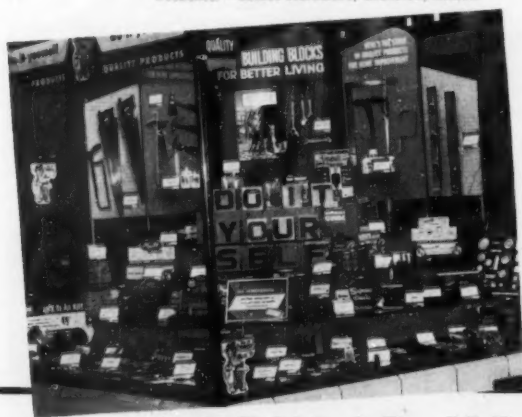
## A New Merchandising Service for Products Sold in Hardware and Building Supply Stores



What dealers say about displays like these:

"Many customers commented on the display, and it sold merchandise . . . We have already ordered another . . . I hope many manufacturers cooperate with your program."—  
Clem Tilton, Manager, Wilbur Lumber Co., Burlington, Wis.

"Our sales of tools have shown a decided increase . . . Specifically, I know we sold a portable power drill and a power saw at \$49.95 plus numerous tools and other wrenches."—Lemo Hardware, Evanston, Illinois



A nationwide display service that reinforces your advertising with guaranteed point of sale merchandising.

**POPULAR MECHANICS** announces a new, complete merchandising service that gets your products expertly displayed in professionally designed, installed and maintained window and store displays in hardware and building supply stores across the country.

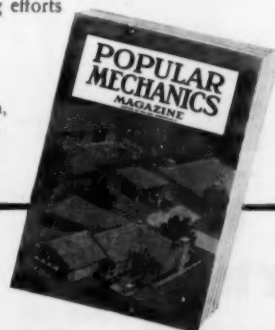
In cooperation with leading manufacturers, wholesalers and retailers, **POPULAR MECHANICS** now provides a tested service that assures increased dealer support and consumer action for your advertising through a systematic display service available at low cost.

- All displays feature nationally-advertised merchandise.
- All display materials are professionally designed and supplied.
- Displays are installed for a minimum three-week period and are removable.
- Materials for merchandising displays at dealer level are furnished, including a free "how to" booklet for customer distribution. Booklet contains names of participating manufacturers and products.

In addition **POPULAR MECHANICS** representatives check dealer inventories, contact local jobbers and manufacturers opening new sales opportunities. Complete display audits are provided.

**POPULAR MECHANICS'** new display service has been tested for six months and has the enthusiastic support of manufacturers, jobbers and retailers. It increases effectiveness of local merchandising efforts at greatly reduced cost. It sells merchandise.

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- Now in preparation by The Packer—weekly news publication of the industry—to be issued in April to its 16,589 subscribers.\*
- **FIRST** complete, cross-indexed, all-industry directory, with a special section for suppliers with services or products to sell to this nationwide, year-round thriving industry!
- Backed by The Packer's over 60 years of Fresh Fruit and Vegetable industry contacts, and 32 years of Red Book rating service.
- Basic listings for suppliers of needed services and products are free. Extra sales information and display advertising at attractively reasonable rates.
- For FRESH profits, reach the Fresh Fruit and Vegetable industry in The Packer's "FRESH" Yearbook Issue for 1957.



May we send you this complete brochure—with the full "Why," "How," and "How much."

(\*Average net paid for 6 months' period ending June 30, 1956, as filed with the Audit Bureau of Circulations, subject to audit.)

**THE PACKER**  
PUBLISHING CO.

201 Delaware St. Kansas City, Mo.

102

## How to Rate Your Influence on Others

Your success depends upon effect of your personality and ideas on subordinates, people of same rank, superiors.

BY JAMES F. BENDER, PH.D.  
James F. Bender & Associates

Every salesman has a double value to his company. First, there is the value measured by his job performance: how he manages his territory, growth of his sales, quality of his promotions, etc.

There is also the value reflected by his *influence on others* (1-0-0 Factor). This value is very real. It, too, is rewarded, for management pays for it in promotions.

Successful sales executives, both line and staff, are distinguished, as a group, by the wholesome, constructive, inspiring influence they exert on three levels of employees: those who work for them; those of equal rank; those for whom they work.

As your company continues to grow, the 1-0-0 Factor takes on increased significance for you and your management.

This appraisal profile is designed for self-study.

1. Circle the percentage you believe represents your present development.

2. Connect the circled percentages with straight lines.

To check the objectivity of your judgment, you may wish to discuss your results with your wife, supervisor, division manager, or a colleague.

..... Signature  
(voluntary)

1. **Courtesy** 100 75 50 25  
(freedom from undue familiarity, sarcasm, boisterousness; habits of polite practices)

2. **Empathy** 100 75 50 25  
(ability to feel oneself into the state of mind and predicament of others and responding accordingly)

3. **Kindness** 100 75 50 25  
(doing thoughtful deeds and speaking helpful words to others without being or seeming to condescend)

4. **Manners** 100 75 50 25  
(personal conduct at table, in acknowledging introductions, helping to carry conversations, and other deportment in social congress)

5. **Humility** 100 75 50 25  
(attitude of being deferential to the other fellow and his point of view; reluctance to impose egotism in situations of group thinking; practice of trying to learn from everyone)

6. **Expectancy** 100 75 50 25  
(attitude of believing that people are potentially greater than they think they are; holding great expectations of others; assuming wholesome motivations on the part of others unless uncontestable *proof* is forthcoming to the contrary)

7. **Constructiveness** 100 75 50 25  
(by thought, word, vocal inflection, facial expression, bearing and action making company policy a way-of-life; an attitude that encourages others to look to you for leadership and the forward march)

8. **Cultural Responsibility** 100 75 50 25  
(through reading, study, and family life, representing the best that has been thought and said)

9. **Growth** 100 75 50 25  
(demonstrating through the constant upgrading of personal habits and attitudes that you believe in "the one increasing purpose;" that thereby, job satisfaction increases, and that there is no pleasure to take the place of achievement in helping to build a more dynamic, profitable company)

10. **Spirituality** 100 75 50 25  
(the belief that divine expression is in every man as well as in nature; that prayer is important in daily life; that the chief end of life is to develop insight to understand "the ways of God to man")

The End

SALES MANAGEMENT

**WCAU means**  
PHILADELPHIA

**showmanship**

Some people will always have a warm spot in their hearts for the circus. Like us at WCAU-TV... we started our own and called it "Big Top." Today you know it as the "Sealtest Big Top," a network show of 84 stations with a weekly audience of about 10,500,000. That kind of success story can be yours at the local level. Because the same WCAU-TV programming talent that created "Big Top" and made it one of the highest rated network daytime shows is yours to command, too. So when you think of showmanship, think of WCAU.

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Greatest  
zipper  
ever!

THE NEW MAGIC-TAB  
TALON ZIPPER →

with these features:

- 1 NEW SLIDER
- 2 NEW COLOR PROCESS
- 3 NEW LOCK
- 4 NEW WEIGHT

**DONAHUE'S VALUE DISTRIBUTION**  
...of the new Magic-Tab Talon zipper...  
...in a few weeks time."

## DONAHUE SALES CORP.

(PACKAGED TALON ZIPPERS)  
uses businesspapers to get immediate  
distribution for a new product line

**OBJECTIVES:** To achieve immediate  
national distribution of the new packaged  
Magic-Tab Talon zipper among depart-  
ment and variety stores.

**SCHEDULE:** Three-color spreads in five  
merchandising papers.

**RESULTS:** "Not only was almost com-  
plete distribution achieved within sixty  
days, but hundreds of retailers sold out  
their initial shipments and were placing  
re-orders in a few weeks time."

**AGENCY:** McCann-Erickson, Inc.



2,692-ton bridge "see-saws" on 4 knife edges of USS "T-1" steel!

**U.S. STEEL**  
...of the new alloy steel...  
...in a few weeks time."

## U. S. STEEL

uses businesspapers to expand  
the market for a new product

**OBJECTIVES:** To promote a new alloy  
steel with broad applications and to pave  
the sales path for a four-fold increase  
in steel-making capacity.

**SCHEDULE:** B&W spreads in 3 business  
publications.

**RESULTS:** "Sales have increased from  
100/150 to 900/1000 tons per month!  
"T-1" Steel is being used in a large  
variety of applications, many of which  
even the developers did not envision."

**AGENCY:** Batten, Barton, Durstine &  
Osborn, Inc.



Faster... more power... better traction — and LOOK, NO CLUTCH!

**CLARK EQUIPMENT CO.**  
...of the new bulldozer...  
...in a few weeks time."

## CLARK EQUIPMENT CO.

uses businesspapers to help their  
distributors beat a sales quota

**OBJECTIVES:** To help the Construction  
Machinery Division achieve a sales goal  
of \$20 million, compared with \$12 million  
the year before... and to pull a sub-  
stantial number of qualified sales leads.

**SCHEDULE:** B&W spreads in twenty-one  
business publications.

**RESULTS:** "Exceeded sales goal by \$12-  
million; 1,734 inquiries from advertising;  
\$1,789,650 sales traced to persons who  
answered ads."

**AGENCY:** Marsteller, Rickard, Gebhardt  
& Reed, Inc.

**JUST OFF THE PRESS:** Sixth edition of "Intensive Advertising". This is a booklet that gets back to fundamentals... sets down the a-b-c's of sound advertising... points the way to greater returns from your ad-investment. Originally written in 1910 by ex Canadian Mountie John E. Kennedy, it's just as solid today as it was then. If you haven't read it, you should. If you have, you'll find it good re-reading. In either case, it will jog some of the basics back into perspective. Ask ABP—or an ABP member-paper in your field—for copies.

Why are ABP papers the leaders in practically every field?  
product. They've got to be good for close to 3 million



# IS SPECIALIZED...

## LIKE THE BUSINESS PRESS



### MOTOROLA

uses businesspapers to build dealer support and up their market share

**OBJECTIVES:** To increase Motorola's share of the portable radio market...to establish product superiority in the minds of dealers, get them to sell its competitive advantages, and concentrate on Motorola in displays.

**SCHEDULE:** B&W pages in merchandising papers.

**RESULTS:** "During 1955, Motorola portable sales increased 100% above the previous year. Share of industry sales increased 45%."

**AGENCY:** Leo Burnett Co., Inc.

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# THE ASSOCIATED ABP BUSINESS PUBLICATIONS

*Founded 1906*

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The answer's simple: you can't keep selling a poor subscribers to pay \$10 million-a-year to read them!

PAIN OF INJURY, plus a "fine" of up to \$50, is the risk a Bituminous salesman runs if he has an accident that is his fault.



## Do Safety Belts Reduce Injuries, Will Salesmen Really Use Them?

Yes, says Bituminous Casualty, citing the experience of its 130 traveling men. The firm has an ingenious plan that gives the men an incentive to strap themselves in on trips.

BY PHIL HIRSCH

Two years ago, Bituminous Casualty Corp., Rock Island, Ill., installed seat belts in all company cars. About the same time, the firm launched a bold incentive plan which rewarded safe drivers and penalized those involved in preventable accidents. Today, both ideas are paying safety dividends.

Among the many employees who are glad the company installed seat belts is a claim adjuster. He was involved

in an accident last November near Dublin, Ga. Driving about 55 m.p.h. down a hilly, winding asphalt road during a rainstorm, he collided with a pickup truck that had stopped to turn. Damage to the company car totaled \$650. The adjuster, who was strapped in, suffered only minor facial injuries.

Two days earlier, a drunken driver and a Bituminous Casualty safety engineer were involved in a head-on

collision near Anniston, Ala. Damage to the company vehicle was \$640. The engineer suffered a bloody nose and two fractured rib cartilages. "Without the belt," he reported, "I'm sure I would have received serious head and/or internal injuries by contact with the windshield, pavement, or both."

Besides reducing the danger to life and limb, seat belts are also making driving more comfortable, Bituminous officials report. A number of the company's representatives find that now they are much less fatigued than formerly at the end of a long road trip. One adjuster with a chronic back ailment recently drove to the home office from Des Moines, Ia., a distance of about 200 miles. "You know," he told Safety Supervisor D. M. Glancey, "I used to dread long trips like this because of the pain

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Write TODAY on your company letterhead for a FREE SAMPLE!

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**H** ERITAGE MFG. CORP.  
Imprinting Department  
FORT WORTH 12, TEXAS

## NEVADA CONFIDENTIAL

America's fastest growing state market — that's Nevada with its 45 per cent gain over 1950 to pace the 48 and lead the nation as a whole by more than 35 percentage points. Small wonder with Las Vegas (Clark County) zooming into marketing prominence with a fantastic 98 per cent jump and Reno (Washoe County) registering a 31 per cent increase. Easy to sell, too, with 70 per cent of the state's people in just these two metropolitan areas. For detailed marketing and statistical analysis, phone your nearest Western Dailies or John E. Pearson Co. office, or write one of these basic Nevada advertising buys . . .

**LAS VEGAS**  
REVIEW JOURNAL • KORK-AM  
KLJR-TV from HENDERSON

**RENO** KOLO-TV • KOLO-AM

**ELY** TIMES

they caused. But the safety belt has eliminated just about all my discomfort."

Bituminous Casualty has put safety belts in about 130 cars—Fords, Chevrolets, and Plymouths—most of them not older than a year. The autos are operated primarily in the eastern half of the United States. Drivers are safety engineers, auditors, claim adjusters, underwriters, and special agents. Annually, these representatives travel more than three million miles.

Cost of installing the belts is nominal; they represent an investment of less than \$9 each. Two belts are installed in each company car—one for the driver, the other for the front seat passenger.

Bituminous officials believe the belt they use has two significant advantages over others they've tried in the past. First, the webbing can be removed easily for laundering. "Cleanliness is important," explains Safety Supervisor Glancey, "since it has a lot to do with how often the belts are worn. A driver wearing a freshly cleaned suit will hesitate to put the belt on if it is dirty."

Since the belts were installed, accident frequency has dropped noticeably. During the first year they were in general use, the period ending June 30, 1955, frequency amounted to .50; there was one reportable accident for each 200,000 miles of fleet travel—less than half the national average. Altogether, company cars racked up 3,176,000 miles during the 12 months, and were involved in 16 reportable accidents.

By comparison, accident frequency during the same period of 1953-54 came to .57. During most of this period the belts were not in general use. Company cars were driven less—3,032,000 miles—but had a greater number of reportable accidents—17. Contrary to general practice, Bituminous drivers must report every accident, no matter how trivial. Most

safe driving performance records do not consider minor dents.

The presence of seat belts in company cars has had something to do with the improvement in the accident rate. Says Glancey, "It acts as a constant reminder to drive carefully, we believe." However, the major share of credit for the drop in frequency probably belongs to the incentive-penalty plan. Here's how the plan works:

All highway accidents—even minor ones—involving company cars are reviewed monthly by a three-man committee. If this group finds the company representative at fault, usually he must pay a penalty. When damage to the car amounts to \$50 or less, the driver pays an amount equal to the repair bill; where damage is greater, he is penalized \$50.

Such a plan could easily cause a great deal of employee discontent. Bituminous Casualty, however, avoids this pitfall by making the evaluation procedure as objective as possible.

### Accident Review Board

The accident review board has only one company member—Safety Supervisor Glancey. The other representatives are the safety directors of a midwestern trucking concern and a local utility. If the driver feels he hasn't received fair treatment from this group, he is encouraged to appeal to the National Safety Council for a final decision. No decision has been appealed.

"The purpose of the penalty is education, not punishment," explains Glancey. "To make this fact apparent to our drivers, we distribute all penalties collected by the end of the year among drivers with perfect records. The company always adds a substantial amount to the kitty so that the virtues of careful driving will be even more evident."

All accidents are reported in a monthly "Accident Scoreboard" pamphlet which is sent to employees. Decisions of the accident review committee, the names of drivers involved and an analysis of each mishap are the major items covered.

Officials feel that focusing the publicity spotlight on hazardous practices in this fashion is a valuable means of keeping company personnel safety-conscious. "No one likes to be criticized, especially in front of his friends and fellow-employees," comments Glancey.

"Today there is less need for this criticism than there has ever been," he adds. "We consider it a pretty good indication that our program is paying off."

The End







## suburban sales not coming through?

*Woman's Day gives you the concentrated circulation to tap this vital market*

Sales Management's newest survey shows that there are now 22 metropolitan markets\* grossing over a billion dollars in sales. And the cream of these top markets is in their *suburbs*. Here is precisely where *Woman's Day* leads in circulation concentration! *Within the 22 choicest U. S. markets, Woman's Day has a higher percentage of suburban circulation than any of the other four senior women's service books.*

This is only natural when you look at *Woman's Day's*

unique method of distribution. *Woman's Day* is sold only in the A&P to A&P shoppers (100% single copy sales.) As the A&P opens supermarket after supermarket in the suburbs, *Woman's Day* automatically goes along. The more suburban customers for A&P, the more people in the suburbs you have buying *Woman's Day*. If you want to improve your position in the suburbs, the most efficient woman's magazine you can use is *Woman's Day*.

\*Sales Management

**woman's day**  
the A&P magazine





## Are You Ignoring the Woman Behind the Man?

When women accompany their men on shopping tours that result in 51% of suit and topcoat sales can your retailers afford not to cater to a woman's desire to educate, introduce, and instruct? The makers of "Botany 500" have launched a full program aimed at both Mr. and Mrs.

Within the next 10 days, September 7-17, thousands of salesmen will take to the road with men's wear spring lines that will flow into a retail male apparel market totaling more than \$7½ billion annually.

And a big part of their efforts will

be directed toward helping the retailer move the merchandise along to the consumer. Standing behind the retail sales challenge is the giant figure of a woman—the woman who buys more than 80% of the men's furnishings sold and who will accom-

pany men on shopping tours that result in more than 51% of the suit and topcoat sales.

This woman is a powerful marketing factor that has come to haunt a solidly male industry, an industry that produces products designed by men, sold by men, and worn and used by men exclusively. Yet, until last year, this woman had been virtually ignored in the selling and promotion plans of the major men's wear manufacturers.

Michael Daroff, president of both H. Daroff & Sons, Inc., and The House of Worsted-Tex, Inc., producers of "Botany 500" and "Worsted-Tex" brands, defines this woman as the "greatest potential asset of the men's wear industry."

To prove his contention Daroff last year pioneered a program which has made sales and public relations history in a tradition-bound, all-male industry. He decided to develop this woman's interest and influence into a

# San Francisco to Chicago—9¢ a book! Ship UNITED!



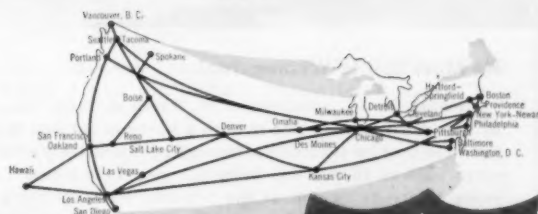
**DEALERS' SAMPLE BOOKS** leaving San Francisco aboard United's 300-mph DC-6A "Big Lift" Cargoliner arrive in Chicago in just 7 hours! Cost for 100-lb. shipment—\$18.80\*

**AND YOU GET THESE UNITED "EXTRAS"**  
—Space dependability made possible by Reserved Air Freight... On-time dependability, by weather-mapping radar... Faster, safer handling, by pre-loaded aluminum pallets... Day and night cargo service, by United's frequent Mainliner and Cargoliner schedules.

## Examples of United's low Air Freight rates

	per 100 pounds*
CHICAGO to CLEVELAND . . . . .	\$4.78
NEW YORK to DETROIT . . . . .	\$5.90
DENVER to OMAHA . . . . .	\$6.42
SEATTLE to LOS ANGELES . . . . .	\$9.80
PHILADELPHIA to PORTLAND . . . . .	\$24.15
SAN FRANCISCO to BOSTON . . . . .	\$27.00

\*These are the rates for many commodities. They are often lower for larger shipments. Rates shown are for information only, are subject to change, and do not include the 3% federal tax on domestic shipments.



**SHIP FAST...SHIP SURE...SHIP**



For service, information, or free Air Freight booklet, call the nearest United Air Lines Representative or write Cargo Sales Division, United Air Lines, 36 South Wabash Avenue, Chicago 3, Illinois.

working asset for his 2,300 independent retailers and his two clothing brands.

The power of the woman in the men's wear market represents a unique marketing problem. It began in World War II and leaped ahead at war's end while manufacturers and retailers looked askance at this feminine invasion. Not until Daroff took positive steps to enlist the women as active allies and to help his retailers court them more successfully had they been given a definite place in the selling plans of any major men's wear manufacturer.

The response of the firms' retailers to this step was convincing and enthusiastic. They reported that half of their male clothing customers were accompanied by women and that these women often represented the final word in the sales acceptance of the clothing offered.

The task before Daroff was to add this neglected part of his market to his firms' selling programs without substantially increasing advertising or promotion costs. His two clothing firms today produce nearly 900,000 units annually to make Daroff one of the top five clothing manufacturers in the country.

The largest advertising expenditure

in the men's clothing industry has made "Botany 500" and "Worsted-Tex" the best-known clothing brands in their price class (\$65) in the country. This brand position could not be jeopardized by diverting any advertising solely to women. A substantial increase in national advertising was not in the books.

In addition, the firms were faced with the facts of their own marketing lives. Their brands are distributed through franchised dealers. This exclusive distribution system meant that the bulk of any sales increases had to come from increased volume of present accounts rather than the opening of many new accounts.

When Michael Daroff and his brother, Joseph Daroff, vice-president in charge of sales for both firms, viewed their sales problems from a retail level, the factor of the woman came into even sharper focus.

If this woman could be developed as a positive asset for the "Botany 500" and "Worsted-Tex" dealers, if her interest and influence over the "man in her life" could be actively aroused and directed to the Daroff clothing brands and the stores that carried them, then an opportunity for substantial sales expansion at the retail level could be realized.

The Daroffs saw the problem primarily as one of education—educating the woman to the facts of male dress and shopping for it, and educating the retailer as to what the woman expected and what she would respond to in his own promotional efforts.

To handle the problem and apply the solution the Daroffs retained The Thompson Co., a public relations and sales promotion firm headed by a husband and wife team that specializes in reaching women with the story of an idea, a product, or an organization.

### Basis for Education

First task in setting up the new program was to define the woman's role in the clothing market to determine the basis for the "education" to be directed at her.

To assist in this, and to provide a regular sounding board against which the Daroff companies could test future ideas and determine attitudes, a special consumer panel of women from coast-to-coast was set up under the name of the Fashion Research Council. Out of preliminary surveys came these definitions of the woman in the men's wear market:

1. She is the shopper. Regardless of whether she is shopping on her own, or at the direction of a man, she is the one who goes into the stores, has the initial sales contact with the sales clerks and the merchandise. Consequently, she is the logical target for service information—on fabrics, how a piece of merchandise is made, how it will wear, how to care for it.
2. She can be the education factor in the acceptance of new style and fabric ideas. Because she is the audience to whom most of the mass media are directed, and because she regards all matters of fashion and living as subjects of interest, she is often easier to reach than the man. She can be the agent through whom information concerning new fashions is disseminated to men.
3. She is the social arbiter in the family. In most instances she has a strong voice in what is correct social usage. She is the audience for the story of correct dress, what is correct for what occasion.
4. She is a natural "ensemble" shopper. She buys her own clothes on the basis of what goes with what, so the parallel story in men's fashions is a logical and sensible approach to her.



### He Must Sell to Women, too!

Michael Daroff, president of H. Daroff & Sons, Inc., and The House of Worsted-Tex, Inc., was in such a hurry to get into the men's clothing business that he entered his father's comparatively small establishment when he was 16 and has been hurrying ever since. Today—nearly 40 years later—he is one of the top five men's clothing makers in the country but still feels he must be first with ideas, techniques, promotions to keep pace with the times. One of them is his firm's program directed at women and for which the company retains Charlotte Thompson, one of the few recognized women experts in the men's wear field. A partner with her husband in The Thompson Co., New York public relations and promotion firm, she implemented the Daroff women's program that is attracting national attention.





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Every plant of sufficient size is being checked *individually*...across all industries...to secure the names and titles of all important buying influences. This deeper plant penetration is being matched by

a steady growth in the number of plants covered.

Right now, more than ever before, N.E.D. offers you an advertising opportunity that deserves more intensive effort. Compare such figures as *cost per contact, coverage, inquiry-pulling power* and *rate of inquiry conversion*, and you'll see why N.E.D. rates a prominent spot on your schedule.

Write for a copy of our new Data File, "How to Reach More Links in Today's Industrial Buying Chain."

**\*NOW... 77,000 COPIES (Total Distribution) 231,000 READERS  
in 43,000 PLANTS**

A PENTON PUBLICATION

**NBP**

**BPA**

1213 W. Third Street  
Cleveland 13, Ohio



Out of the positive definitions of this woman came an important negative. She is *not* the style arbiter of men's wear, nor is she the primary market for selling or promotion programs. The men themselves must accept and like a style before it is successful. The woman's role is one of education, of introduction, of instruction, rather than of decision.

With the woman defined as an important "secondary market" with her own special characteristics and interests, the second preliminary step was to determine the retailer's attitude and knowledge toward the woman in

his business life and what kind of help he wanted to aid him in attracting and coping with her.

A questionnaire was sent to all Daroff retailers; 47% responded. These retailers readily recognized women as one of their prime selling problems and one which by tradition and experience they were not completely equipped to handle. They indicated they were receptive to all kinds of special help — from direct mail pieces to speech manuscripts to assist them in talking to the women of their community about men and how they look.

Out of these studies came a two-part program. One part was directed at the woman herself, the other at the retailer. A special publicity program, using all mass media, was launched, with copy and photographs slanted directly at women.

To establish a continuing medium of communication with the retailers, a special retail newsletter, "About Women," was inaugurated. It is sent regularly to Daroff retailers and includes everything from display and promotion ideas designed to appeal to women to the results of subsequent surveys on what women themselves want from men's wear stores.

A special mailing piece, explaining how a woman can help her man select a new suit, was offered to retailers. More than a quarter of a million were ordered on the introductory offer. A "club script" was prepared, suitable for a retailer to give before women's groups, and several hundred retailers requested it by return mail.

As the program entered its second year other signs of a new retailer attitude toward and interest in women appeared. One big midwestern retailer added a woman to his selling staff whose sole job was to contact women, invite them into the store, give talks before women's clubs on men's wear, etc.

#### How to Sell Women

The big store groups, such as Allied Stores Corp., scheduled special clinics for their out-of-town merchandise personnel and buyers, with Charlotte Thompson as the speaker on "How to Sell More Effectively to Women."

Retailer advertising mat books for both "Botany 500" and "Worsted-Tex" this fall carry new evidence of the importance of women in the men's clothing field. Included are special "drop-in" ads, translating the principal clothing promotions into women's language and women's interests. These were prepared by The Thompson Co. in cooperation with the advertising agencies representing the two brands.

As the program took hold efforts were stepped up to make the retailer more of an active, articulate, effective promotion factor in the wooing of women. As the Thompson team expresses it:

"Education can influence and condition, but the final selling job must be done by a retailer. Until the retailer thoroughly understands this segment of his market and is prepared by that understanding and helped by special tools to attract it and deal with it, the increased sales opportunities cannot be realized."

SALES MANAGEMENT



**Commencing**  
**September 17, 1956**  
**FULL R. O. P.**  
**COLOR ADVERTISING**  
*will be*  
**AVAILABLE IN**  
*The West's Favorite Evening Newspaper*  
*The Los Angeles Evening*  
**HERALD-EXPRESS**  
*For Details and Reservations contact*  
**MOLONEY, REGAN & SCHMITT, INC.**

Under the stepped-up dealer program, every big clothing promotion carried with it special publicity releases and photographs for a retailer to submit to his own local media. The retail salesmen who have most contact with women shoppers were included in a special newsletter humorously slanted to their problems of selling the women, and tips for improving the job.

Daroff's own salesmen are briefed at each of the two semiannual sales meetings on what is being done to court the women and what aids are available for their retail accounts to use. Salesmen have found that the program has given them additional talking points in dealing with their customers.

Joseph Daroff describes his company's program as a "stimulant" to retailers.

#### Women's Role

"Retailing today is a complicated, time-consuming business and the successful retailer has little time for contemplation or study of complex market factors," he says. "By taking the lead in bringing this matter to the retailer's attention, by keeping it there with our newsletters and other aids, by educating his women customers through our publicity program, by offering the retailer help to do his job, we have brought this subject to his immediate attention. We have given it a place among the many other things he has to consider.

"And when the subject of his women customers has a definite place in this retailer's thinking, a definite place in his promotion plans, his own good retailing sense and skill will then begin to find ways to solve the problem. The important thing is that the beginning has been made."

President Michael Daroff believes that the introduction of the woman's angle into his own firm's thinking has had interesting effects.

"Ours is a traditional business, from the mill to the retailing end," he says. "We are used to doing things in a certain way, often out of custom and habit. To ask ourselves how much sense a sales approach, or a product story, or a promotion plan makes to someone who does not know us or our products gives us an entirely new perspective.

"Men are still our primary market and always will be. But giving attention to the women in our business life has given an added dimension to our thinking about our own products and our entire industry."

The End



## Insurance Salesmen!

Distributor Salesmen! Dealer Organizations!

Meet the Perfect Sales Portfolio

**Ellis DURA-HYD<sup>®</sup> ZIPPER CASE**



Vinyl channel edging for smart appearance, long wear

\* Leather-like, scuff-resistant, durable, priced at a small fraction of the cost of leather.

Ideal for use in quantity, No. 2050 Standard case is 11x14x1½". Can be imprinted with company or individual name. Inside lined with vinyl coated material, has vinyl channel edging for smart appearance and long wear. Entire case is washable. Can be made to any size, specifications or pocket arrangements, in reasonable quantity. Order your sample case now.

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Dept. SM956, 134 South Pennsylvania St., Indianapolis 4, Indiana

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Morton Salt Co.  
W. K. Kellogg Co.  
Kraft Foods Co.  
Parke Davis Co.  
Pet Milk Co.  
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Wm. P. Wrigley Co.  
and many others—

### Coming in Sales Management ... September 21

**\$1 Billion More Volume by 1960?**

**Westinghouse Comes Back Selling**

From nuclear power to "money, sex and guts" consumer products drives, new blood, ideas and energy put new spark into 70-year-old "strike-stricken" Westinghouse. Some targets: a "full year" volume in nine months now, and four years hence 60% more than current \$1.5 billion.



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# Salesman's Pocket-File



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PROSPECT &  
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No matter what you sell . . . whether you sell to manufacturers, distributors, jobbers or dealers . . . one of the standard Fossler Forms can help simplify your record keeping and save you time.

*The Fossler  
Pocket-File  
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Write for **FREE** Samples of our various stock forms . . . the same forms that are being used by hundreds of firms, large and small, to help their salesmen keep track of their prospects and customers.

**G. O. FOSSLER  
AND ASSOCIATES**

136 EAST ERIE ST., CHICAGO 11, ILL.

## MAIL PROMOTION

BY JANET GIBBS

Sales Promotion and Direct Mail Counsel

## Mail Dramatics

We could go on discussing format ideas almost endlessly — the opportunities for you to create selling effects are unlimited. So are the ways and means to dramatize your message — to personalize your mailing piece. Let's talk about them now.

**GADGETS** are often attached to a letter or folder as an attention-getter, eye-stopper . . . to emphasize some sales point. Usually, they're miniature reproductions of some larger article, for example, a stick of gum or a safety pin, a loving cup or a pencil. Or a home-made commonplace item such as a button, feather, penny, paper clip, etc.

Do be sure that whatever you use, it is flat backed and lightweight for easy application. If the gadget isn't flat, the letters won't stack and you might find yourself having to pay first-class postage costs. Be sure that it emphasizes rather than detracts from your message.

. . . that it lies flat and doesn't "lump-up" a letter.

. . . it isn't so clever your prospect will remember the gadget and forget you and your product.

. . . the copy tie-up with the gadget is a good one. Forced copy and bad puns have lost many a sale.

**PERSONALIZATION** does make direct mail more effective. You like to see your name in print, so does your prospect. It's usually most practical where the quantity involved is not too large — although mass mailers, in some cases, have tested and found it pays off . . . cost and sales volume considered. On the other hand, most mass mailers have found a good, challenging headline will do as well . . . again cost and sales considered.

You wouldn't try to sell yachts or Rolls Royces on a mass basis. If your product calls for personalization, there are a variety of methods used.

Most familiar is the typewriter fill-in of name, address and salutation. *Perfection in personalization is vital.* A poor match destroys the effect and

probably the value of the letter too. If you're going to use a fill-in job, have the letters multigraphed through a ribbon, a ribbon of a shade to match your typewriter ribbon. Match the type face too. Check your letter-shop on production—they can do it!

Often a fill-in is used in contrasting color. Then if there is a variation in depth of color between the letter and fill-in, it won't be noticeable. However, this idea is most effective if only a one-line fill-in is used.

Unless you're going to use window envelopes and save the cost of double addressing, the 4- or 5-line fill-in is costly and risky. Why not use just a salutation fill-in, all caps . . .

THANK YOU, MR. JONES . . .

GOOD MORNING, MR. SMITH!

HERE IT IS, MR. GREG.

Some of the other methods used are:

by GIANT TYPEWRITER and BULLETIN MACHINE.

by HAND LETTERING.

by PENSRIPT — via PEN, BRUSH, CRAYON.

by TYPE via Personal-Print Press and other printing presses.

## Dramatic Tricks That Add a Personal Touch

1. Emphasize important selling points with brackets, check marks, phrases or even short sentences in your own handwriting. Use handwriting, or simulate it by printing or lithography. Usually done in blue or contrasting color to look like ink, you can highlight a sentence, phrase or even a paragraph on letters, folders, booklets or brochures.

2. Correct a mistake in handwriting. Most people react favorably to the human touch—make a mistake in spelling, then correct it in handwriting (yours or simulated). The post office permits type corrections,



even though you make them by hand, and your third-class mail privileges won't be affected.

3. Add a handwritten (or simulated) postscript, or attach a short, handwritten memo to your printed pieces. Some people may skip reading letters but they always read the postscript. It's a powerful tool for that extra "push," the reminder of important selling points or the call for action.

### USE OF COLOR

Most mailers find that a good sales letter usually isn't improved through the use of a second color. But folders or self-mailers usually are. In fact, if you're selling or advertising a product that has "sight" appeal, it may even pay to go into four-color printing!

But, be careful of colored papers for half-tones. People and products look funny with yellow, green or blue faces.

### PREPAID REPLY CARDS, ENVELOPES, LABELS

Once considered "gimmicks," these prepaid reply forms have proved they increase returns, are today almost a standard part of the mailing package that is to bring back inquiries or orders.

Get a sample of the approved format from the post office or look at your own incoming mail for interesting variations of the basic copy. Here, too, eye appeal in design can become sales appeal.

Permits are needed to distribute Business Reply envelopes, cards or labels. Show a press-copy proof of the printing to the classification section of your post office and get a copy of the ruling itself. There are size limitations and stock specifications, too. Envelopes are standard size but labels and cards may not be smaller than  $2\frac{3}{4}$ " x 4" or larger than 3-9/16" x 5-9/16". Cards must be of stock of quality and weight substantially like that used for Government post cards.

Use them as separate enclosures or as part of your mailing piece itself, perforated for easy use. Cards also may be tabbed onto your folder with a small gummed seal or a staple; reply labels are usually pregummed and can be tipped on.

When you pay postage for replies your cost is that of regular first-class mail plus one cent.

EDITOR'S NOTE: On offers where a time limit is involved, or urgency adds to your sales message, use air-mail reply forms.

### GOVERNMENT RESTRICTIONS ON FORMAT

In the June 1 issue we covered restrictions on cards. There are some on envelopes and self-mailers, too. These standards have been set up by the post office to make possible speedy, economical handling of mail. For example: "Space shall be left on the address side of all mail sufficient for a legible address and for all directions permissible thereon, for postage stamps, postmarking, rating and any words necessary for forwarding or return. Not less than  $3\frac{1}{2}$ " of clear space should be left for such purposes at the right end of the address side of all large envelopes, etc., which have a clear rectangular space of not less than 5" x 3" for this purpose."

Of course, there are many regulations governing the actual mailing process and we'll talk about them later.

... a last word on formats. We've covered some briefly. You'll custom-tailor them or develop new ones to suit your specific needs. But no other form of advertising offers you such unlimited choice. It's even possible to use a shape to match your product — and a scented ink to remind you of ????. Decide what you want or need and a good supplier will work it out.

### HOT STUFF

Block Drug Co. (N.J.) certainly dramatized a recent mailing to distributors. Realizing that the catalog sheets supplied to salesmen are too often look-alikes that sell neither the salesman or his prospects, they decided to be "dramatically different." They were!

Using the standard  $8\frac{1}{2}$ " x 11", 3 punch-hole format for catalog insertion—Block introduced a "hot offer" of Nytol. Most drug salesmen insert the sheet in their catalog—and if they get an opportunity—they show it to the retail druggist. He's a man with too much to do, too many products and usually too little time. Besides—catalog sheets face strong competition right in the book or loose leaf folder ... or what have you!

Bold lettering and product display—a border design to simulate flames—in red and off-black. Plus a dramatic impact no one could miss. The edges of the sheet were charred—burned by a blow-torch.

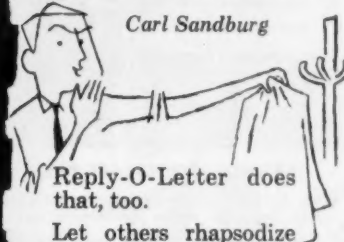
Hot stuff all right—Block reports that for the first time salesmen and distributors alike wrote in and asked for additional sheets. Seems the retailers were intrigued and buying!

Good dramatics and good selling.

The End

"Slang is a language that takes off its coat, spits on its hands, and goes to work."

Carl Sandburg



Reply-O-Letter does that, too.

Let others rhapsodize about "consumer impressions". Reply-O-Letter customers want results. And they get them.

With Reply-O-Letter people reply without signing their names, without hunting for misplaced reply cards. Result: 30% to 50% more replies!

And our creative crew take off their coats, spit on their hands and work hard to help our customers develop sales letters that pay off. There is no charge for this service.

If you have a continuing need for direct mail results, Reply-O-Letter is for YOU!

23rd year of Service to organizations in every field  
CARNegie ENDOWMENT for INTER. PEACE  
NEW ENGLAND JOURNAL OF MEDICINE  
ATOMIC DEVEL. SECURITIES CORP.  
EQUITABLE LIFE, NEW YORK  
WILLMARK SERVICE SYSTEM  
POPULAR MECHANICS  
AIR REDUCTION  
BELL & HOWELL

the  
reply-o-letter

7 CENTRAL PARK WEST  
NEW YORK 23, N. Y.  
CIRCLE 5-8118

Sales Offices:  
BOSTON - CHICAGO - CLEVELAND - DETROIT - TORONTO



## How to Focus and Hold Audience Attention



### ORAISUAL WHITEBOARD EASEL

- Helps to clarify, emphasize and dramatize ideas for better understanding.
- Use large paper writing pads. No need to erase valuable conference notes.
- All aluminum. Folds up small like magic for easy carrying or storage.
- All purpose—also ideal for turn-over charts and cardboard charts.
- Thousands in use the world over. Many other models available. Also Folding Flannel Boards, Lecterns, etc. Write for catalog.

**FREE** 24 page pictorial booklet No. 518  
HOW TO MAKE A CHART PRESENTATION

**ORAISUAL CO., INC.**

Box 609 A

St. Petersburg 2, Fla.

## RESULTS . . .

. . . the best lure yet for advertising fishermen

There are some words that should never grow old . . . and "results" is one of them.

You get results when you use the POST . . . because . . .

. . . The POST is a selling newspaper.

. . . The POST market is rich and responsive.

. . . The POST dominates the market (all outside metropolitan state papers combined give you but a fraction over 3000 in Rowan county).

. . . buy the POST  
It SELLS.



Published in the Tri-Cities  
Salisbury—Spencer—East Spencer  
Post Office:

**SALISBURY, NORTH CAROLINA**



Robert T. Cassin at Kaiser Aluminum



Harold Cassin at Sun Oil

## Turns Out "Our" Industrial Salesman Has An Identical Sales Twin

One of our alert readers recently wrote us a letter: "Did you know," he asked, "that Harold Cassin ("An Industrial Salesman at Work," SALES MANAGEMENT, May 1, 1956) has an identical twin brother, Robert T. Cassin, on the West Coast, who is selling for Kaiser Aluminum & Chemical Co.?"

Our correspondent went on to tell us that "Robert is as interesting, as able and as fine a fellow as is Harold."

We got in touch with Kaiser and sure enough, one of their bright young men is Robert Cassin and he looks as much like his identical twin as, well, any identical twin looks like its sibling.

We thought you'd be interested in learning about Robert and maybe you'll even begin to wonder if there is such a thing as a salesman being born — not made. For the Cassin boys decided, quite separately, that sales was the work for each of them and each has made such a success of his work that there ought to be — if there isn't — more than just happenstance in their choice of careers and their resulting success.

Bob Cassin gave us a complete file on his sales career. In '49 he joined United States Plywood Corporation's executive training program. Only five men have undergone this training and to get the job Bob had to take a battery of aptitude tests which U. S. Plywood used to separate the wheat from the chaff. What Bob liked about the idea was that the program

would give him active participation in *all* phases of company activities. For six months he learned warehouse operation and order department activities at the New York warehouse and sales office. Then came another six months in which he actually operated each machine and learned each process within the manufacturing cycle of plywood, radomes, honeycomb structures, high pressure laminates, fiberglass and metal sandwich materials, from raw materials to finished product.

The boy must have been making good. For he was sent to Hartford, Conn., to assist in opening a new branch. Here he had complete charge of setting up costs and inventory, managed the office and sales department. Not bad for a lad who'd only joined the company something over a year before.

Next, U. S. Plywood sent him to Boston when a salesman there suddenly died. In six months Cassin had increased territory sales 70%. This feat made him one of the leading salesmen in the Northeastern District — his sales exceeded a million dollars a year.

The company must have believed that travel broadens salesmen. For in January 1953, it sent Bob to the Western Division to assist in opening the San Diego branch. His average monthly sales there: \$60,000.

The following fall Bob packed up his sales kit and moved to Los Angeles to open and manage a branch warehouse in Albuquerque. The

## Product-design engineers make markets grow



### they took the "horse" out of horsepower

A MOTORIST in 1906 had his share of tire troubles and jangled nerves. But even then, America's product-design engineers were working ahead. They pioneered new engineering concepts and mass production methods — met the challenge of war—helped turn the automotive industry into a \$21 billion giant, employing more than 921,000 people.

Today, more than ever, product-design engineers are doing big

things for products and people. They're creating **NEW MARKETS AND MAKING THEM GROW.**

Because of the intense competition for a greater share of the automotive market alone, design engineers are constantly searching for products, ideas and methods to incorporate in their automotive projects.

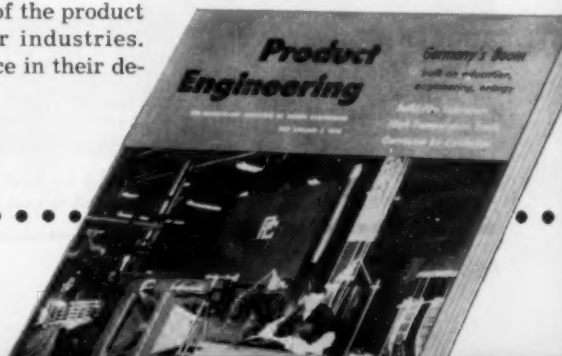
The same is true of the product "idea men" in other industries. For factual assistance in their de-

sign decisions, more than 32,500 product-design engineers have made *Product Engineering* the fastest growing publication in its field. To reach these men who make markets grow, advertisers put more pages, and invest more dollars, in *Product Engineering* than any other design magazine.

## Product Engineering makes sales grow.....



**Product Engineering, McGraw-Hill Bldg., New York 36, N.Y.**  
The McGraw-Hill Magazine of design engineering





# It's 2 to 1..

in fast-service  
eating places,  
twice-the-turnover  
per seat means...

**MORE Meals**  
**MORE Sales**  
**MORE Profits**

## NO MATTER WHAT YOU CALL THEM

Coffee Shops  
Confectionery Stores  
Counter Restaurants  
Department Stores  
Diners  
Drive-Ins  
Drug Stores  
Fountains  
Industrial Cafeterias  
Luncheonettes  
Sandwich Shops  
Variety Stores

## NO MATTER WHERE YOU FIND THEM

Airports  
Bus Terminals  
Railroad Stations  
Main Streets  
Main Highways  
In Industry

## THEY ALL HAVE

## ONE THING IN COMMON —

## FAST SERVICE

To effectively reach this  
specialized market specify  
**FAST FOOD**  
for an advertising schedule

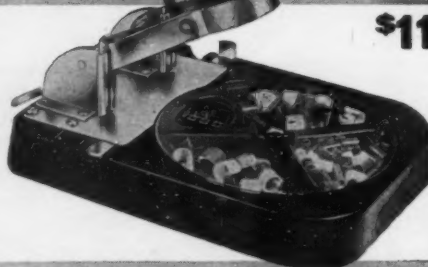
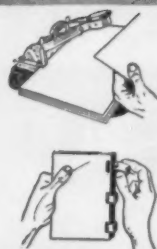
# FAST FOOD

the magazine serving counter  
and fountain restaurants

**386 FOURTH AVE.**  
**NEW YORK 16, N. Y.**



## Right At Your Finger Tips A Plastic Binding Kit For Scrapbooks and Albums



(Illustration of  
two hole kit)

**\$11.90**

Exciting new do-it-yourself binding kit, simple enough for a child to operate. Just insert the pages and punch, then pick a colorful binding tube from the spin dial base, snap into place and in seconds you have a real professional-looking colorful volume.

3 HOLE KIT — \$16.90  
4 HOLE KIT — 29.90

write for free booklet to department SM-2

**TAUBER PLASTICS INC.**

200 Hudson St., N. Y. 13, N. Y. Call WOrth 4-5621

company sent him to surveying the sales potential of New Mexico and North Texas — emphasis on the Atomic Energy Commission and its subcontractors.

When he finished this special selling job he returned to Los Angeles and began promoting and introducing adhesives, metal sandwich materials and particle boards to industrials, aircraft and furniture manufacturers. Again he topped \$60,000 a month in sales.

Six years after he joined U. S. Plywood, Bob Cassin resigned and affiliated with Fibreboard Paper Products, Inc., in the Pabco Building Materials Division, selling asphalt roof-

ing and gypsum products through distributors in Southern California.

And after getting that experience under his belt he joined Kaiser this July. He's with the Merchant Products Division, selling and promoting corrugated roofing sheet, petroleum pipe, irrigation tube and shade screening through jobbers, distributors and dealers. He's also responsible for the sale of industrial products.

So the brothers Cassin go rolling on in sales. And if you want to be sure of getting a good addition to your sales staff we have a suggestion: Find the identical twin of a successful salesman and turn him loose.

The End

## 51% of Grocery Wholesalers Use Printed Order Form in Lieu of Salesmen

A study conducted among members of United States Wholesale Grocers Association by *Progressive Grocer* shows, according to Tom Raser, PG vice-president:

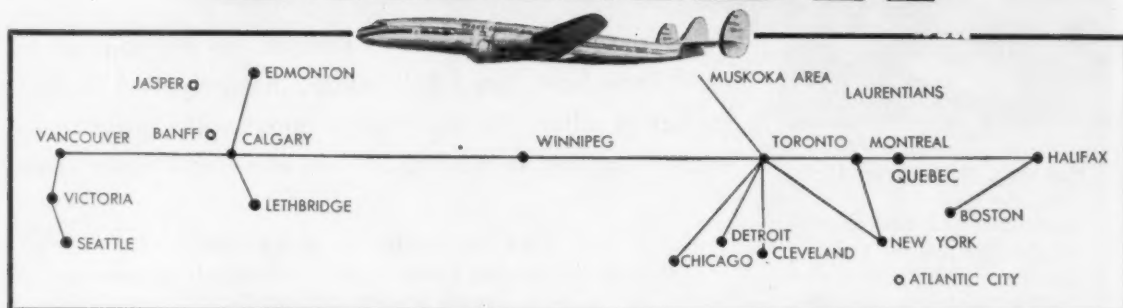
51% of the wholesale grocers reporting use the mail order pre-printed form in lieu of salesmen, and that these wholesalers are able to operate on an average margin of profit of 5.5%. They do 86% of wholesale sales reported.

49% of the wholesalers, operating on a margin of 7.5% while traveling salesmen to pick up the retailer's weekly order, do 14% of the sales reported.

"One reason for the increase in the use of the order form," says Raser, "is the steady increase in the number of basic items retailers require. *Progressive Grocer* reports that wholesalers, in 1950, handled 2,472 items. By the end of 1955 they were handling 3,033 items. Wholesalers sponsoring a voluntary chain report they handled 3,336 items in 1955.



# When you meet and greet in CANADA



*you'll appreciate TCA's speed and service*

The colourful cities and resorts of Canada are just a few hours away — less than a day from any large U.S. city. TCA directly serves New York, Boston, Cleveland, Detroit/Windsor, Chicago, Tampa-St. Petersburg, Seattle-Tacoma. Connecting TCA services wing you swiftly east or west, clear across Canada.

Express services by luxurious Super Constellation link Montreal, Toronto, Winnipeg and Vancouver. Services by Viscount — the world's first turbo-prop airliner, introduced to America by TCA — give fast, smooth flying on inter-city routes, on routes from the U.S.—on Canadian inter-city and trans-Continental routes.

Fly TCA — your quick, easy way TO AND ACROSS ALL CANADA — now quicker, more convenient than ever!

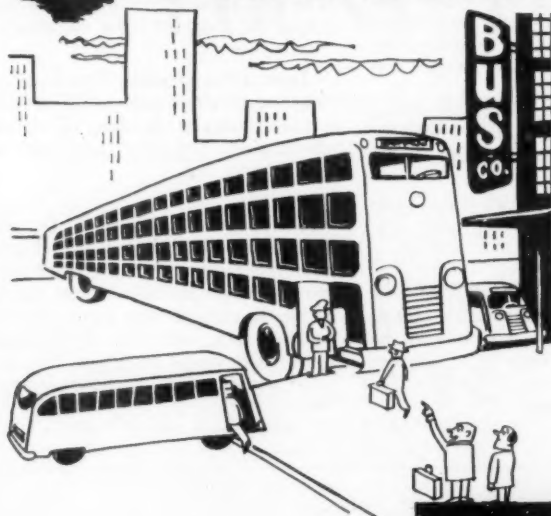
#### SPECIAL FARE REDUCTIONS AVAILABLE FOR GROUP TRAVEL

See your Travel Agent or TCA Office in: Boston, Chicago, Cleveland, Detroit/Windsor, Los Angeles, New York, Seattle, Tampa-St. Petersburg.



## TRANS-CANADA AIR LINES

**"This is the size we use for the Growing Greensboro Market"**

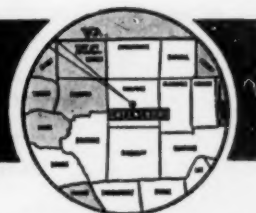


Advertisers who don't want to miss the bus should hit the road to Greensboro. The ticket is an advertising schedule in the Greensboro News and Record, whose 105,000 daily circulation gets around, into, under and at the No. 1 market of the South's No. 1 state. In the Growing Greensboro Market, 1/6 of the state's population accounts for more than 1/5 of the state's \$3 billion in total retail sales. All aboard!

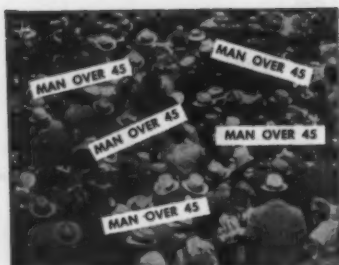
*The only medium with dominant coverage in the Growing Greensboro ABC Market, and with selling influence in over half of North Carolina!*

### Greensboro News and Record

GREENSBORO, NORTH CAROLINA  
Represented by Jann & Kelley, Inc.



Sales Management Figures



### **But why MEN over 45?**

Our doctors still don't know *why*, but if you are a man over 45 you are six times as likely to develop lung cancer as a man of your age twenty years ago. They *do* know, however, that their chances of saving your life could be about *ten times* greater if they could only detect cancer long before you yourself notice any symptom. (Only 1 in every 20 lung cancers is being cured today, largely because most cases progress too far before detected.)

That's why we urge that you make a habit of having your chest X-rayed every six months, no matter how well you may *feel*. The alarming increase of lung cancer in men over 45 more than justifies such precautions. Far too many men die *needlessly!*

Our new film "The Warning Shadow" will tell you what every man should know about lung cancer. To find where and when you can see this film, and to get life-saving facts about other forms of cancer, phone the American Cancer Society office nearest you or simply write to "Cancer"—in care of your local Post Office.

**American  
Cancer  
Society**

## **Steps to Take When Buyer Likes Present Suppliers**

Your competitor has proved that he has experience, advice, know-how, good fellowship, integrity and devoted service to offer. The purchasing agent will expect to find these qualities in you. Can you show you have them?

**BY HERBERT J. MOSSIEN**

*Manager, Laboratory and Inspection Products Department  
Bausch & Lomb Optical Co.*

"Well, we have a satisfactory source of supply for that item."

This purchasing agent's typical comment has stopped many a salesman.

How to cope with it has been an important topic for group discussion by the members of the Rochester, N. Y., Salesmen's Club. These points are the result of the experience-sharing sessions.

**Advance preparation.** As a skilled salesman, you again visit the purchasing man only after extensive advance preparation. You made notes after the last meeting, or visited the prospect's engineers and production men—whatever was necessary to find out his company's problems, who the competition is, and what the service has been.

You've also studied the buyer and know his attitude toward length of visits, smoking, lunch invitations and other things.

And, as you approach your prospective customer, you are fully prepared to demonstrate your product.

**The visit means business:** You visit your man with purposeful intent. You never "just happen to be in the neighborhood and drop in"... rather you have important information for him and his company.

**Sell yourself first:** Your enthusiasm, knowledge of your field, genuine desire to serve and, above all, your personal integrity are your most valuable assets. You get these across so that your prospect will respect you.

(Eventually it comes. "We have a satisfactory source of supply for that item." And, you know better than to argue with him.)

**"Yes, but...":** No frontal attacks on the competitor. You have important information that the purchasing man should consider. You respect your competitor, but have some additional things to offer the prospect. The well-known "yes, but" technique opens the door for these comments.

**Those extra benefits:** You have extra design assistance, technical help or faster service to offer. Tell him about them, and offer them with no strings attached.

**Constructive suggestions:** In your research you have found several ways that the prospect can get more service out of his facilities. Even though these do not involve your product, you advance your cause by bringing these facts to his attention. You are now a consultant, an expert in your field.

### **Herb Mossien:**

Herbert J. Mossien is the aggressive young manager of the Laboratory and Inspection Products Department of the Bausch & Lomb Optical Co. Now 39, he is a former Air Force major. Mossien is active in several Rochester sales groups, and is past president of the Rochester Salesmen's Club.



## COUNT THE CARS!

The above scene is an everyday occurrence in Detroit, and is like dozens of others all around Detroit.

**Autos ARE everywhere . . . autos GO everywhere . . .** in this city of a *million* autos, expressways, *no* subways and practically no commuter bus or train services. *Morning travel to work, by auto, is an absolute necessity.*

This means little opportunity for morning newspaper reading—and accounts for the fact that, unlike most other major metropolitan markets, Detroit has always been an **EVENING NEWSPAPER** city.

The circulation figures substantiate these facts: (1) The Detroit News has the largest ABC-home delivered circulation of any newspaper in the nation. (2) Within the 6-county trading area, where 98% of Detroit's retail business originates, The Detroit News delivers 97,803 more copies weekdays and 175,285 more copies Sundays than the morning paper; 67,839 more weekdays and 128,184 more Sundays than the other evening paper. (3) The Detroit News has the largest **TOTAL** circulation, weekdays and Sundays, of any newspaper in Michigan.

● The Detroit News carries **TWICE AS MUCH ADVERTISING LINAGE** as either of the other two Detroit newspapers!

## The Detroit News

THE HOME NEWSPAPER

Largest Circulation of all Michigan Newspapers (ABC 3-31-56)  
Weekday 459,160—Sunday 573,375

Eastern Office . . . 110 E. 42nd St., New York    Chicago Office . . . 435 N. Michigan Ave., Tribune Tower, Chicago  
Pacific Office . . . 785 Market St., San Francisco    Miami Beach . . . The Leonard Co., 311 Lincoln Road



# KNOWS

## HOW DYNAMIC DAVENPORT GROWS!



— that's why they built their new \$3 million retail store . . . in DAVENPORT!

**FOR THE NINTH CONSECUTIVE YEAR — FIRST IN LINEAGE IN ALL IOWA AND FIRST IN THE QUAD-CITIES!**

*Represented by Jann & Kelley*

**CIRCULATING DAVENPORT, IOWA, ROCK ISLAND, MOLINE AND EAST MOLINE, ILL.**

### Salesmen's Club:

The Rochester Salesmen's Club was founded in 1937 to enable salesmen to meet and discuss common problems. It has worked also to improve understanding between the public and the salesman. There are now three Salesmen's Clubs (in Birmingham, Ala., and Minneapolis, Minn.) in the nation but they are not affiliated. The points made in the accompanying story are the result of experiencing-sharing group discussions held by the Rochester Club.

**The demonstration:** You must get your purchasing man to touch, feel, smell, hear or even taste your product. You want him to see it in action.

**Point-of-purchase devices:** You always have a brief case full of extra convincers or services—magazine ar-

ticles about your product, catalogs, or a genuinely interesting gadget of some kind that will entertain or intrigue him. You can talk for a long time without getting *his* mind off *his* own problems, and the gadget often can do more than the talk. Leave it with him.

**Two sources of supply:** Worry him a little. Even though he knows all the arguments about two sources of supply, remind him of the floods and tornadoes that disrupt such channels. Sudden demands from the armed forces and other such possibilities can cause him trouble. A little business your way is security for him.

**Instalment plan:** If you can't get an order for the big things you want to sell now, settle for a foot in the door with a small order. Show your best service with it. Take over those nuisance orders he may have on his hands.

**Entertainment:** Make sure you know your man before going too far, but let him know you are thinking of him with small remembrances, or occasional entertainment. Much has

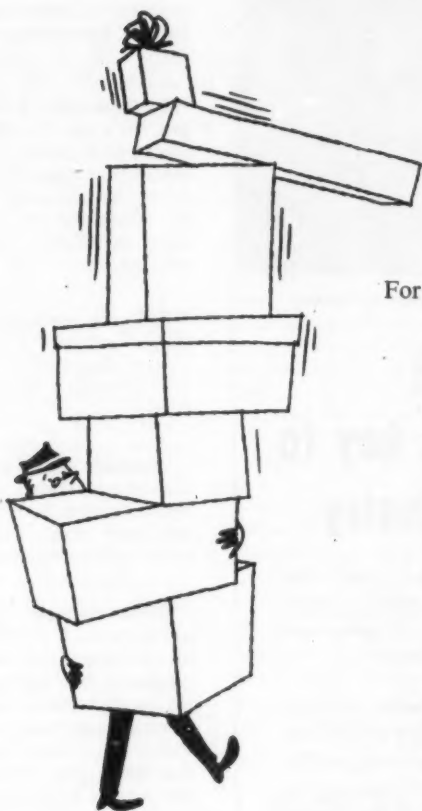
to sell RURAL MISSOURI  
→ use the →

PUBLISHED BY CAPPER PUBLICATIONS. LARGEST AGRICULTURAL PRESS IN THE WORLD

Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

**Missouri  
Ruralist**





For your gift lists—business, employee, personal—be sure to consult SALES MANAGEMENT's special **business gift issue**, off the press September 10.

You will find it a useful source for gift-giving ideas. All manner of gifts are pictured and described. You will see what **other** companies and executives are doing to build sensible gift programs—as a matter of policy.

Through this special issue of SALES MANAGEMENT your gift-giving requirements, modest or substantial, are certain to be satisfied.

The issue is called, significantly, "When a Corporation Says Merry Christmas." But chances are you will want to retain your copy throughout the year for its helpfulness in the matter of gifts, awards, incentives.

**Goodwill is worth the planning.**

**Sales Management**

THE MAGAZINE OF MARKETING

New York

Chicago

Santa Barbara



Monsanto Chemical Co.'s "House of Tomorrow"

## Design, development, and research engineers key to reaching the plastics industry.

Today, plastics has far outgrown its "Gadget Age." Many firms who formerly used other components are switching to today's plastics—for tooling, radar canopies, railway compartments, irrigation and fuel pipe lines, and thousands of other engineered products.

With these fast-moving developments, the plastics design, development, and research engineers have assumed a specialized importance. Recent industry surveys demonstrate that this group not only specifies the products to be used, but exerts the greatest influence on the purchase of raw materials, equipment, and services in the plastics industry.

With its specialized editorial and circulation direction, **PLASTICS TECHNOLOGY** magazine has become basic for reaching more design, development, and research engineers than any other publication.

For further details on the booming plastics industry and how it is reached by **PLASTICS TECHNOLOGY**, write us for details.



**PLASTICS  
TECHNOLOGY**  
386 Fourth Avenue,  
New York 16, N. Y.

NBP BPA

been said about the big deals sold on golf courses and lunch tables, and if that is what's being done with your prospect, you will have to hold your own.

**The real reasons:** Seldom do purchasing men give the real reason for not buying a product. Dig into the problem and find out just why you can't break the ice. It could even be because your own company has a careless or discourteous telephone operator.

**Testimonials:** Evidence of your product's use by other companies is shown to illustrate its importance, acceptance or superiority. You are careful not to jam another company down his throat, but you do get across the facts of others' success with your product.

**Sell your company:** Your company's prestige, reputation or specialized knowledge in certain fields are valuable selling points. Use them.

**Personal visit:** The better the purchasing man knows your company, the more inclined he will be to do business with you. Invite him to visit your facilities whenever possible.

**Other channels:** You can only go so far with a purchasing man. Get his permission to see others in the company, and try to create demand for your product. Others in the purchasing department should also be cultivated. Don't be stuck when a purchasing man retires and his successor has a lifelong relationship with your competitor.

**Leave on a friendly note:** You have not won any arguments, but you have moved your cause ahead a little. Be friendly and be brief. Leave with a smile and appreciate the time he has given you.

**Be persistent:** Come back again, with more and better information. You may win his order with persistence.

The basic approach a salesman takes with these suggestions is to show that he is more than an order taker. He has experience, advice, technical know-how, good fellowship, integrity and devoted service to offer the prospect. These are what count most when the prospect has a satisfactory source of supply for your product.

The End

SALES MANAGEMENT

## WORTH WRITING FOR...

**Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.**

**The Quad-Cities** — Rock Island, Moline, East Moline, Ill., and Davenport, Ia.: Market data, giving a breakdown of information for the Illinois and Iowa sides of the Mississippi River, published by *The Rock Island Argus* and *The Moline Dispatch*. The Quad-Cities, now one-quarter million people, make up one of the first 100 markets. They rank 85th in population among the 166 Standard Metropolitan County Areas in the U. S. and 3rd among the 11 Standard Metropolitan County Areas in Illinois and Iowa. Data include Quad-City consumer units (Over 56% of all consumer units had a net income of \$4,000 and over in 1954.); population; retail sales (\$303,938,000); industrial employment; retail drug sales; retail grocery outlets; family grocery store preference; family grocery buying habits; super-market sales; retail food sales; passenger car registrations; automotive retail sales; gasoline service stations. Write to Harold E. Swanson, Manager, General Advertising, *The Moline Dispatch* and *The Rock Island Argus*, c/o *The Rock Island Argus*, Rock Island, Ill.

**The Charlotte, N. C., Market:** Data file compiled by *The Charlotte Observer*. A billion-dollar market, Charlotte has 692,084 people living within a 30-mile radius, 988,563 within a 45-mile radius, 1,295,126 within a 60-mile radius. Its ABC Retail Trading Zone is the largest in the South in total population. Retail sales in Charlotte are the largest of any city in the Carolinas, and wholesale sales rank second only to Atlanta in the entire Southeast. Retail sales for Metropolitan Charlotte in 1955 were \$294,138,000, a gain of 182.1% over 1945. Covered in the file are: the city's primary and secondary markets—population; number of families; buying power; total retail sales; food, general merchandise, F-H-R, auto, gas service station, lumber, building material, hardware, drug and wholesale sales; sales and retail outlets in Charlotte and Mecklenburg County; wholesale trade in Charlotte and Mecklenburg County; number of farms; gross cash farm income; distribution of non-agricultural employment in Metropolitan Charlotte; growth in non-agricultural wage and

salaried workers in Metropolitan Charlotte; bank deposits; number of telephones; motor vehicle registrations; building permits. Write to David E. Henes, Promotion Manager, *The Charlotte Observer*, Charlotte, N. C.

### Are Your Salesmen Overpaid?

A booklet authored by Kenneth R. Davis, assistant professor of marketing, The Amos Tuck School of Business Administration, Dartmouth College. In it Professor Davis discusses the real need for sales managers to take a longer and harder look at the problems surrounding the level of compensation of salesmen as well as the problems of method of compensation. "In spite of repeated appeals for lowering the cost of distribution," he asks, "how many firms have critically reviewed their cost of personal selling as a step toward this broader goal? Should the ineffectiveness of sales personnel that some sales managers complain about be attributed to an inappropriate level of earnings of salesmen in those companies?" Professor Davis does not imply, however, that salesmen are overcompensated relative to others in the labor force—engineers, carpenters, doctors, accountants or bellhops—but instead that

**Parents'**  
MAGAZINE & FAMILY HOME GUIDE

**BIGGEST**  
Dollar Volume  
Issue  
**EVER!**

**OCTOBER—**

More than \$¾ Million—  
95 pages of advertising!

For the 10-month period—  
**JANUARY through OCTOBER**

a 12% **GAIN**

in Advertising Dollars,

an 8% **GAIN** in

Advertising Pages over 1955!

**New Circulation**  
**Guarantee**

(Effective March 1957 issue)

**1,700,000**

**STRONG**

**For Sales Building**  
**In The Rural Southwest!**

Farm readership depends on the character of a magazine. And what gives a farm magazine character? Surely neither newsstand sales nor urban circulation. The best criterion by which you can judge the character of a farm publication is by its R.F.D. coverage. And that's where *The Farmer-Stockman* is strong . . . where a farm magazine ought to be strong . . . with more than **426,000 rural families of readers!**



**The Farmer-Stockman**  
OKLAHOMA CITY • DALLAS

salesmen of Company A may well be over-compensated relative to salesmen of Company B when both companies are operating under the same selling conditions. He points to four reasons for this: outright uncertainty as to a salesman's worth; fear of a salesman because management may be afraid he has become "indispensable" in his territory; management's lethargy or apathy in this area of administration; the fact that many sales managers tend to be biased in favor of high rewards for selling. Each of these conditions is examined in some detail. In addition, an actual case is presented to illustrate how applicable they can be in a given situation. Requests for over 10 copies will be charged the rate of 20 cents a copy. Write to Dean Arthur R. Uppgren, The Amos Tuck School of Business Administration, Dartmouth College, Hanover, N. H.

#### Point-of-Purchase Tie-Ins with National Advertising: A tested

window display plan developed by *Popular Mechanics* in cooperation with Window Displays, Inc. It is designed to increase sales of all products sold by hardware stores, lumber yards and other retailers selling similar supplies and equipment—combining the merchandising efforts of manufacturers, jobbers, retailers and *Popular Mechanics*. Included is detailed information about five ways *PM's* window display service rounds out an advertising program: point-of-purchase displays—how advertisers' products are displayed in professionally designed and installed window displays to link their products with their dealers at point-of-purchase, creating dealer awareness of their advertising programs; wholesaler-dealer support—store displays to stimulate wholesaler and dealer enthusiasm for your product and advertising; increased consumer interest—how combined impact of hundreds of displays generates interest and builds recognition of brand names

among both dealers and consumers from coast to coast; effective display at low cost—how the need for providing dealer display material can be reduced and how the use of materials you do supply can be increased; selling merchandise—how the sales power of *PM* window displays has been consistently proved. Included are photostats of numbers of letters from dealers throughout the country praising the plan. Write to Joseph Buell, Advertising Manager, *Popular Mechanics*, 200 E. Ontario St., Chicago 11, Ill.

#### The Home Improvement Market:

*Household Magazine* subscribers' report, published by Capper Publications, Inc. Data cover the house, the workshop, outdoor improvements, do-it-yourself, new homes, future plans. Some of the highlights of the findings: More than 1,400,000 subscribers have attics that are "unfinished", opening the door to selling opportunities among the "add-a-room" segment of the home improvement market. Over three-fourths of the homes have 220 volt wiring. This means that the \$25 or \$50 normally required to make this type of installation can be applied to the cost of the appliance requiring the installation. Outside improvements: In one year's time 115,000 subscribers put on composition roofing; 42,500 installed awnings for windows or doors; 25,000 put asbestos shingles on the outside walls of their homes; 22,500 applied brick, stone or stucco to outside walls. For the full report, write to Victor Hawkins, Director of Research, Capper Publications, Inc., 912 Kansas Ave., Topeka, Kan.

POLAROID CORP., CAMBRIDGE, MASS.



## Here's the premium that's **RED HOT!**

#### The only camera that delivers a finished print in 60 seconds!

The fun and excitement of taking a picture one minute and seeing it the next has made the Polaroid Land Camera one of the world's most wanted gifts.

Used as an incentive for salesmen and distributors, used as a dealer loader, a consumer contest prize or an award for display placement, the Polaroid Land Camera really gets action! Top companies have used this camera with tremendous success. Write today for case histories.

## 60-second **POLAROID** Land CAMERA

Premium Sales Dept. S-9  
Polaroid Corp., Cambridge 39, Mass.

Please send me more information, prices and case histories on the Polaroid Land Camera in use as a premium.

Name \_\_\_\_\_  
Title \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

#### Food Manufacturers' Efforts in the Restaurant Market:

Report of a survey conducted by *American Restaurant* magazine, to analyze the extent of food manufacturers' cultivation of this \$16-billion market. The findings reveal that few food manufacturers expend the effort justified in proportion to this market's enormity and its "profitableness." Despite this market's obvious advantages—better markups, less competition, pin-pointed outlets, etc.—food manufacturers still concentrate primarily on embroilment in the consumer market madhouse of "forced" sales, price cutting, special deals and general "jockeying." For the full report, write to Jack W. Payne, Promotion and Research Director, *American Restaurant*, 5 S. Wabash Ave., Chicago 3, Ill.



## Use them for fast, *Automatic* territory analysis

By using only those cards conforming to your particular sales territories, you can conveniently apply the SALES MANAGEMENT Survey of Buying Power to your own market areas. Through MARKET STATISTICS, INC., the IBM Service Bureau will prepare these analyses for you quickly. Or if you have an installation of IBM equipment, you can prepare them automatically right in your own office.

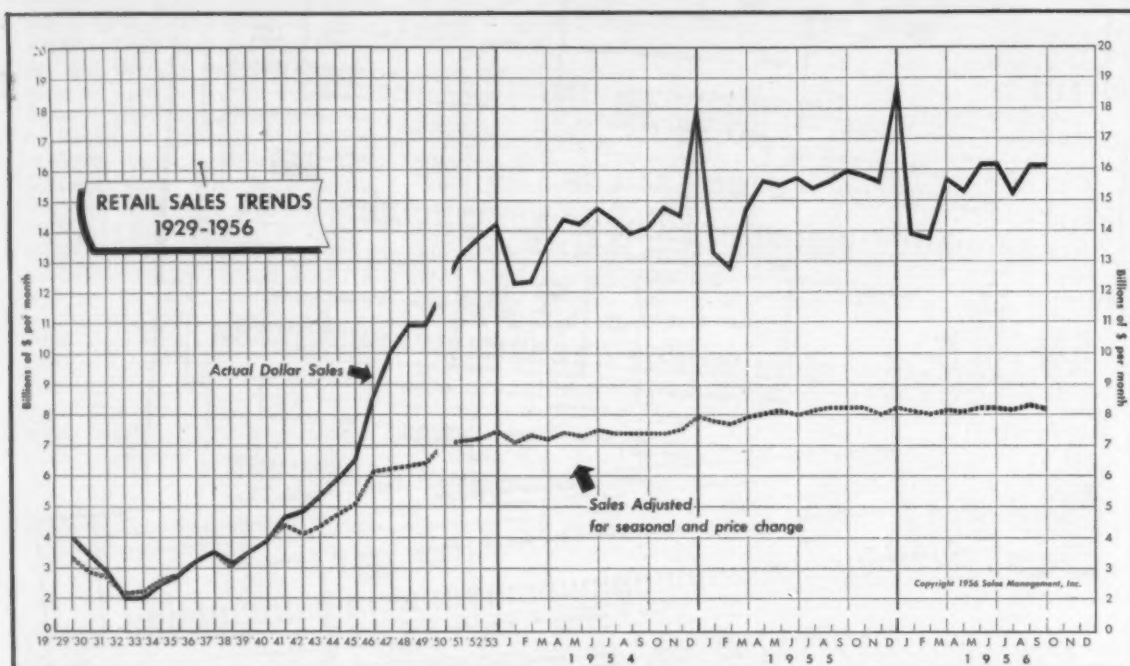
More than 100 leading manufacturers and distributors have adopted this new approach to setting scientific sales quotas.

It is only necessary to determine what factors (or combination of factors) published in the Survey would reflect consumer demand for your product. If you have any questions on this point, you may without obligation consult with the staff of MARKET STATISTICS, INC. for complete details.

For further information on how to use the Survey of Buying Power on IBM cards, write or phone Dr Jay M. Gould, MARKET STATISTICS, INC. 432 Fourth Avenue, New York 16, N Y (Telephone Mu. 4-3559).

**MARKET STATISTICS, INC.**  
**RESEARCH CONSULTANTS TO SALES MANAGEMENT**  
 432 Fourth Ave., New York 16, N. Y. Mu-4-3559

## HIGH SPOT CITIES



## Hard Goods down, Soft Goods up; September to Match '55 Volume

BY DR. J. M. GOULD • Research Director  
Sales Management's Survey of Buying Power

Retail sales in September will total \$16,064,000,000, a negligible gain over last September with fairly clear evidence that retailing throughout the third quarter will not score anything

like the gains racked up in the first quarter of the year. Does this mean that the retailing boom has lost its momentum, and that the current plateau will be followed by decline?

Probably not, because the slow-up in sales is chiefly the reflection of lagging hard goods sales, especially automotive, which may change with a bang in the fourth quarter.

### Retail Sales Box Score

	7-Month Totals			July		
	1956	1955	% Change	1956	1955	% Change
	\$ Millions			\$ Millions		
Food Stores .....	25,862	24,734	+ 4.6	3,662	3,761	- 2.6
Eating & Drinking Places .....	8,181	7,650	+ 6.9	1,329	1,274	+ 4.3
General Merchandise .....	10,510	10,092	+ 4.1	1,396	1,413	- 1.2
Apparel .....	5,961	5,580	+ 6.8	785	756	+ 3.8
Furniture & Appliances .....	5,764	5,380	+ 7.1	857	825	+ 3.9
Lumber, Building, Hardware .....	7,781	7,721	+ 0.8	1,266	1,250	+ 1.3
Automotive .....	21,475	22,302	- 3.7	3,064	3,271	- 6.3
Gasoline Service Stations .....	7,767	6,983	+11.2	1,249	1,117	+11.8
Drug & Proprietary .....	3,256	2,917	+11.6	467	434	+ 7.6
* Total Sales .....	106,893	102,970	+ 3.8	15,467	15,398	+ 0.4

\*Includes data for kinds of businesses not shown in above nine categories.

Low point in the auto picture came in July and August, when sales dipped 6%-10% below 1955 levels. However, the worst is now over. Output schedules had been pared to the point where the volume of new cars in dealers' hands in August were below the 1955 level. Thus, dealers are in very good shape to handle the expected influx of new 1957 models scheduled to roll into showrooms in October. Some dealers even complain of a current shortage of 1956 cars. Meanwhile if enthusiastic advance reports out of Detroit are to be believed, the 1957 models may generate a final quarter upsurge similar to that of 1955, which shattered all existing records. One possible clue to whether these hopeful predictions will be borne out is the fact that the used-car market is now a booming one, with prices at new highs.

Department stores, whose sales have been consistently running about 3% over last year, are now ordering fall and Christmas merchandise at about the same rate as last year, with greater emphasis on apparel lines than on hard goods. Furniture and appliance sales have dropped markedly in August, and no great hopes are being entertained for any revival in the fall. Sales volume in the fall months will reflect some price gains, so that a moderate gain in dollar sales over 1955 will not represent a significant change in consumption levels. Yet the second half of 1955 remains a good target to shoot for, so that failure to top it is no cause for alarm. With the steel strike behind us, and the great anticipations out of Detroit, we may still see a final quarter retailing performance that will break all records.

Among the states expected to report better-than-average performance for this September as compared with last September are:

Alabama	Florida
Arizona	Montana
Connecticut	Vermont
Wisconsin	

The leading cities, those with a City-National Index well above average are:

New London, Conn.	122.8
Fort Lauderdale, Fla.	116.0
Santa Barbara, Cal.	114.1
Butte, Mont.	113.2
Tucson, Ariz.	113.0
Bartlesville, Okla.	112.5
Riverside, Cal.	111.7
Birmingham, Ala.	111.3
Burlington, Vt.	110.3

Rome, N. Y.	110.2
New Haven, Conn.	109.4
Kalamazoo, Mich.	109.0
Santa Ana, Cal.	108.6
Pittsfield, Mass.	108.3
San Diego, Cal.	108.2
Bethlehem, Pa.	108.0

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1956 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1956 vs. 1955" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column "City-National Index, 1956 vs. 1955," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable informa-

tion on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1955 which equals or exceeds the national change.

## HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR SEPTEMBER, 1956 •

### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

City	City	City	
Index	Index	Nat'l.	
1956	1956	1956	\$
vs.	vs.	vs.	September
1939	1955	1955	1956

### UNITED STATES

441.2 101.0 100.0 16064.00

### Alabama

	573.3	107.3	106.2	216.46
★ Florence-Sheffield				
Tusculumbia	768.1	102.8	101.8	6.84
★ Birmingham	544.6	112.4	111.3	46.72
Gadsden	512.8	97.8	96.8	5.49
★ Mobile	680.8	103.3	102.3	17.97
Montgomery	540.3	97.2	96.2	14.32

### Arizona

	721.8	107.3	106.2	101.27
★ Phoenix	714.6	101.8	100.8	29.30
★ Tucson	932.6	114.1	113.0	18.84

### Arkansas

	468.5	99.6	98.6	121.01
Fort Smith	568.4	98.5	97.5	7.67
Little Rock	495.5	99.1	98.1	20.51

### California

	555.8	102.2	101.1	1534.56
★ Bakersfield	532.2	103.0	102.0	15.91
Berkeley	402.7	100.0	99.0	11.84
★ Fresno	505.0	101.4	100.4	23.08



everything is  
**UP** in  
**RIVERSIDE,  
CALIF.**  
**1,193,444**  
Lines of  
Retail Grocery

The Riverside Press & Enterprise publishes more retail grocery advertising than 3 of the 4 Los Angeles newspapers.

L. A. EXAMINER 840,593 Lines\*  
L. A. TIMES 1,348,630 Lines\*  
L. A. MIRROR-NEWS 935,700 Lines  
L. A. HERALD EXPRESS 635,761 Lines  
\*Daily and Sunday

**RIVERSIDE**  
**DAILY PRESS**  
**AND ENTERPRISE** **1,193,444**  
Lines

**RIVERSIDE**  
**PRESS and ENTERPRISE**  
RIVERSIDE, CALIFORNIA  
An independent market 65 miles from Los Angeles.  
Represented nationally by Doyle and Hawley.

### Self-Preservation Being the First Law of Living—

New London people eat well and live well. In fact, average family "Eat & Drink" sales here are highest of any Connecticut city of 25,000-or-over population . . . specifically: \$470 per family (S.M. '56 Survey).

Your cue? Boost your "Eat & Drink" product sales here in New London's only newspaper . . . blanketing 95.6% of the 66,547 ABC city zone, splendidly isolated.

**The Day**

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

## HIGH SPOT CITIES

### RETAIL SALES FORECAST :

See the Survey of  
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on these cities.



FOR SEPTEMBER, 1956 •

#### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	September
1939	1955	1955	1956

#### California (cont.)

★ Long Beach	641.1	103.4	102.4	47.12
Los Angeles	450.4	96.7	95.7	302.07
★ Oakland	389.2	106.2	105.1	60.32
★ Pasadena	513.5	104.2	103.2	24.29
★ Riverside	741.9	112.8	111.7	11.05
★ Sacramento	513.2	101.5	100.5	34.79
★ San Bernardino	654.3	107.2	106.1	15.12
★ San Diego	663.3	109.3	108.2	54.32
★ San Francisco	333.4	103.5	102.5	109.54
★ San Jose	609.1	103.3	102.3	24.12
★ Santa Ana	833.1	109.7	108.6	14.16
★ Santa Barbara	453.9	115.2	114.1	9.08
Stockton	449.9	95.7	94.8	14.31
Ventura	558.9	92.0	91.1	5.25

Colorado	469.3	101.6	100.6	166.27
Colorado Springs	685.4	99.5	98.5	12.34
★ Denver	437.7	101.7	100.7	66.75
Pueblo	464.6	97.0	96.0	9.06

Connecticut	419.9	105.7	104.7	260.84
★ Bridgeport	349.7	104.8	103.8	22.03
★ Hartford	335.2	103.0	102.0	31.18
Middletown	380.9	99.1	98.1	3.88
Meriden				
Wallingford	407.6	98.5	97.5	7.70
★ New Haven	351.0	110.5	109.4	26.25
★ New London	427.4	124.0	122.8	7.18
Norwich	468.5	100.0	99.0	5.20
Stamford	490.4	97.5	96.5	11.43
★ Waterbury	365.5	103.2	102.2	13.63

Delaware	466.0	96.7	95.7	44.41
Wilmington	378.5	96.1	95.1	21.08

#### District of Columbia

	332.2	103.5	102.5	115.88
★ Washington	335.8	102.8	101.8	115.88

Florida	781.7	106.0	105.0	415.92
★ Fort Lauderdale	1054.8	117.2	116.0	16.45
★ Jacksonville	592.3	102.8	101.8	37.55
★ Miami	741.3	106.9	105.8	65.53
★ Orlando	751.6	101.2	100.2	16.91
★ Pensacola	658.3	108.1	107.0	9.55
St. Petersburg	670.9	97.8	96.8	18.72
★ Tampa	732.4	104.4	103.4	28.93

## You See DOUBLE in Norwalk

In the rich Norwalk market you see opportunities for two . . . often three . . . sales instead of one . . . families with two, and three cars . . . extra appliances . . . food and beverages for family needs and entertainment . . . large-scale personal and household requirements.

With \$8,148 average income, Norwalk families spend \$155,460,000 for retail goods while retaining a whopping reserve for optional spending.

The Norwalk market generously repay all selling effort—but you need the Hour to sell it. It's miles ahead of any incoming paper in coverage of this market and advertising response.

### The Norwalk Hour

NORWALK, CONN.

96% Coverage of A.B.C.  
City Zone (60,425)  
57% Coverage of  
the Trading Area

Represented by  
The Julius Mathews Special Agency, Inc.

## You Always Get More in MIDDLETOWN

### Top Automotive Market in State

Middletown's \$1,007 automotive sales per family tops every metropolitan market in this rich state—\$198 above the runner-up market. Nationally, Middletown outranks 232 metropolitan areas in this quality category.

In the automotive or any other store group, you always get substantially more sales in metropolitan Middletown . . . when you use the PRESS. No combination of outside newspapers comes anywhere near equaling its coverage of metropolitan Middletown.

#### THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.  
OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

SALES MANAGEMENT



## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.

FOR SEPTEMBER, 1956 •



#### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1956	1956	1956	vs. September 1939 1955 1956
<b>Georgia</b>	519.4	99.1	98.1	281.04
Albany .....	643.3	98.7	97.7	5.60
Atlanta .....	488.2	98.7	97.7	72.05
Augusta .....	554.1	93.8	92.9	11.91
Columbus .....	603.2	98.2	97.2	12.25
Macon .....	525.5	98.7	97.7	11.35
★ Savannah .....	454.6	101.7	100.7	13.45

#### Hawaii

★ Honolulu .....	390.6	103.5	102.5	26.80
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#### Idaho

★ Boise .....	449.5	103.6	102.6	8.50
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#### Illinois

Bloomington ...	328.4	94.0	93.1	5.58
★ Champaign-				
Urbana .....	419.6	101.0	100.0	8.94
Chicago .....	346.9	98.0	97.0	450.22
Danville .....	487.0	100.0	99.0	7.84
Decatur .....	424.8	100.1	99.1	11.68
East St. Louis ..	452.0	98.0	97.0	10.26
Moline-Rock Is-				
land-E. Moline	380.9	96.5	95.5	12.23
★ Peoria .....	346.9	101.2	100.2	18.15
★ Rockford .....	476.6	104.0	103.0	17.92
Springfield ....	408.4	98.8	97.8	14.34

#### Indiana

Evansville .....	413.7	94.8	93.9	16.01
★ Fort Wayne .....	444.5	102.0	101.0	21.38
★ Gary .....	516.1	104.0	103.0	19.15
★ Indianapolis ...	447.4	101.0	100.0	72.30
Lafayette .....	354.5	96.3	95.3	5.67
Muncie .....	412.3	96.7	95.7	8.29
South Bend ....	402.1	97.9	96.9	16.53
Terre Haute ....	329.6	96.8	95.8	9.53

#### Iowa

★ Cedar Rapids ..	421.9	105.3	104.3	11.98
Davenport .....	364.6	100.0	99.0	10.72
Des Moines .....	362.9	96.5	95.5	25.58
Dubuque .....	367.4	96.9	95.9	6.17
Sioux City .....	317.6	92.2	91.3	10.70
Waterloo .....	359.2	95.7	94.8	8.73

## YOU'RE LOST IN MERIDEN-WALLINGFORD

Conn.

Without the

## RECORD & JOURNAL

You won't cover this \$91,000,000\* retail market with Hartford or New Haven newspapers. Only The Record & Journal give you Meriden-Wallingford . . . a big-buying area of 100,000 people, yours for the selling now.  
(\*SM '56 Survey)

*The Meriden*

**RECORD & JOURNAL**

MERIDEN, CONNECTICUT

National Representatives: Gilman, Nicoll & Ruthman



"No wonder the boys whistle!"

## SALES APPEAL!

Stamford's something to whistle at when you're planning advertising schedules. . . . Richest major city in rich Connecticut—\$7,856 family income . . . and fastest-growing market—52.1% sales gain, 1954-48! Stamford's \$136,632,000 sales reflect overall retail activity 45% above par—food sales 35% above, general merchandise 64%, apparel 127%, furniture-household 53%, automotive 28%, lumber-hardware 67%, drug 33%!

And here's something else to whistle at—the Advocate's unmatched 97% coverage of Stamford homes.

**Stamford Advocate**

STAMFORD, CONN.

Represented by

The Julius Mathews Special Agency, Inc.

THIS is Eastern Connecticut

**\$56,350,000  
FOOD SALES**

Families in this big Eastern Connecticut market spend an average of \$1,150 for food—\$295 more than the average U.S. family.

Total food sales of \$56,350,000 stamp the area as a must market—that can't be sold from the outside! The area's families are beyond the effective influence of big-city newspapers . . . look to Norwich as their news and shopping center. As a result, the Bulletin dominates the market . . . is the only newspaper that gives your advertising a broad, solid impact on the area's buying decisions. Why not get the Norwich (Eastern Connecticut) story today.

**Norwich Bulletin**

and Norwich Sunday Record

NORWICH, CONN.

Bulletin                      Sunday Record  
23,475 Daily                      19,993

Represented by

The Julius Mathews Special Agency, Inc.

# THE STATE-SIZE PORTLAND, MAINE MARKET TOPS 25 STATES IN SALES PER FAMILY

Retail sales in the 9-county Portland sales area total \$640,970,000—top those of Vermont, Delaware, Nevada, Wyoming. Families in this state-size market spend \$3,939 for retail goods—more than families in 25 other states.

Size and quality alone rate the Portland market a place on your "A" schedules. But Portland offers even more—thorough coverage and the nationally recognized pulling power of its newspapers. A single adver-



tising buy delivers this market—and we mean DELIVERS!

For years, advertisers have been turning to Portland and its newspapers when they want fast results. Today Portland is their most used test city in the 75-100,000 group, 6th most used regardless of size.

When you schedule the single-buy Portland Newspapers, you're sure of state-size volume.

← NINE COUNTY SALES AREA

558,400 Population ... 162,700 Families  
\$640,970,000 Retail Sales ... \$3,939 Sales Per Family

## PORTLAND, MAINE NEWSPAPERS

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

78,688 DAILY

93,222 SUNDAY

Represented by The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
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and income data  
on these cities.



FOR SEPTEMBER, 1956 •

### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

City	City	Nat'l.	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	September
1939	1955	1955	1956
<b>Kansas</b>			
	475.6	97.0	96.0 195.04
Hutchinson	383.3	92.5	91.6 5.33
Kansas City	459.9	100.9	99.9 13.84
Topeka	469.6	99.9	98.9 12.73
Wichita	682.5	93.6	92.7 31.12
<b>Kentucky</b>			
	453.9	100.5	99.5 204.46
Lexington	374.0	97.0	96.0 10.62
★ Louisville	462.4	101.2	100.2 51.89
Paducah	386.1	91.4	90.5 4.83
<b>Louisiana</b>			
	517.8	100.5	99.5 218.06
Baton Rouge	725.6	96.1	95.1 17.27
★ Lake Charles	778.4	102.4	101.4 7.63
★ Monroe			
West Monroe	507.8	102.4	101.4 8.58
New Orleans	448.4	100.3	99.3 60.36
Shreveport	492.1	99.6	98.6 19.83
<b>Maine</b>			
	362.8	101.5	100.5 88.42
★ Bangor	377.6	103.3	102.3 6.57
★ Lewiston			
Auburn	301.3	101.2	100.2 6.57
Portland	287.8	99.3	98.3 11.31
<b>Maryland</b>			
	477.7	102.1	101.1 256.21
★ Baltimore	351.2	101.6	100.6 114.34
Cumberland	296.1	99.6	98.6 5.42
Hagerstown	435.3	100.5	99.5 6.57
<b>Massachusetts</b>			
	339.2	99.9	98.9 510.39
Boston	273.5	97.3	96.3 114.90
★ Brocton	291.9	101.5	100.5 7.97
Fall River	295.6	96.3	95.3 10.26
★ Holyoke	352.8	103.0	102.0 6.63
Lawrence	302.9	100.3	99.3 9.30
★ Lowell	383.4	104.2	103.2 10.16
Lynn	320.1	99.5	98.5 11.36
New Bedford	305.5	95.3	94.4 10.69
★ Pittsfield	361.9	109.4	108.3 7.53
★ Salem	388.5	107.1	106.0 6.57
Springfield	295.6	97.9	96.9 21.22
★ Worcester	317.5	102.4	101.4 25.24

SALES MANAGEMENT

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR SEPTEMBER, 1956

#### RETAIL SALES FORECAST

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	September
1939	1955	1955	1956

<b>Michigan</b>	489.2	97.0	96.0	771.37
Battle Creek	377.8	95.7	94.8	7.90
★ Bay City	415.4	101.8	100.8	7.73
Detroit	410.8	95.3	94.4	234.24
Flint	510.9	92.3	91.4	31.42
Grand Rapids	421.6	98.1	97.1	29.17
Jackson	383.9	94.4	93.5	9.21
★ Kalamazoo	445.0	110.1	109.0	13.71
Lansing	465.6	97.1	96.1	18.54
Muskegon	440.3	100.0	99.0	8.85
Pontiac	498.6	95.0	94.1	13.26
Port Huron	411.1	99.6	98.6	6.45
★ Royal Oak-				
Ferndale	856.1	101.1	100.1	15.92
Saginaw	446.6	96.8	95.8	13.76

## TAUNTON, MASS.

### Your Prime Target in Bristol County

With the highest family income of the county's three major markets, Taunton families are your prime target in selling big Bristol County. Because they have more, they buy more... respond more freely to advertising.

To sell Bristol County, start with Taunton... its richest major market. Schedule the Gazette—the one and only paper that effectively covers this market... and unties the purse strings on \$97 Million of purchasing power.

## Taunton Gazette

### TAUNTON, MASS.

Established 1884

Represented by

The Julius Mathews Special Agency, Inc.

SEPTEMBER 7, 1956

#### RETAIL SALES FORECAST

(S.M. Forecast for September, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	September
1939	1955	1955	1956

<b>Minnesota</b>	362.3	100.1	99.1	319.18
★ Duluth	316.5	105.5	104.5	13.04
Minneapolis	336.3	98.5	97.5	77.61
St. Paul	287.1	99.3	98.3	41.25

<b>Mississippi</b>	490.7	101.1	100.1	120.03
Jackson	576.7	99.6	98.6	12.92
★ Meridian	480.6	102.5	101.5	5.09

<b>Missouri</b>	427.8	98.8	97.8	408.42
★ Joplin	383.0	101.6	100.6	5.82
Kansas City	368.0	94.8	93.9	70.95
St. Joseph	317.1	94.3	93.4	7.86
St. Louis	350.8	100.2	99.2	106.37
Springfield	444.8	100.9	99.9	10.14

<b>Montana</b>	388.6	105.8	104.8	74.73
★ Billings	486.0	101.4	100.4	7.73
★ Butte	312.6	114.3	113.2	6.72
Great Falls	412.4	100.5	99.5	7.18

<b>Nebraska</b>	400.4	95.7	94.8	137.74
Lincoln	379.9	95.4	94.5	12.73
Omaha	364.1	94.9	94.0	32.91

<b>Nevada</b>	593.3	99.5	98.5	31.74
Reno	477.9	98.8	97.8	9.37

<b>New Hampshire</b>	360.7	101.0	100.0	57.21
Manchester	337.4	97.9	96.9	9.75
★ Nashua	369.8	105.4	104.4	4.58

<b>New Jersey</b>	412.4	99.4	98.4	564.50
★ Atlantic City	327.0	104.8	103.8	12.49
Camden	385.0	100.8	99.8	16.25
★ Elizabeth	358.4	101.8	100.8	13.83
Jersey City-				
Hoboken	285.2	98.2	97.2	28.32
Newark	260.1	94.3	93.4	55.55
★ Passaic-Clifton	433.1	103.8	102.8	16.85
★ Paterson	341.7	103.8	102.8	20.16
Trenton	369.4	95.2	94.3	20.69

<b>New Mexico</b>	637.5	102.2	101.2	69.42
★ Albuquerque	1030.2	101.5	100.5	20.60

<b>New York</b>	345.9	100.6	99.6	1671.00
Albany	306.3	97.7	96.7	19.88
Binghamton	341.1	99.8	98.8	12.42
★ Buffalo	344.0	102.5	101.5	73.76
Elmira	321.2	100.8	99.8	7.39

## DON'T STALL in THIS Automotive Market

57% of York County's automotive sales are made by Biddeford-Saco dealers. Total sales are 70%—or \$5 Million—above par!

Biddeford-Saco is the key to the \$21,214,000 York County automotive market. And only one newspaper can turn the key for you—the Biddeford Journal, read intimately in 90% of Biddeford-Saco homes.

Without the Journal, you're stalled in this terrific automotive market.

## THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by

The Julius Mathews Special Agency, Inc.

## A Platform You Can Endorse

Our platform: to cover this market thoroughly... with an intimate local news impact that produces sales for advertisers at truly low cost and substantial profit per sale.

Our 75% coverage of the 9,000 families in the Little Falls market sets up a pattern of reader loyalty that no incoming paper can match in size and enthusiasm. The Times alone can help you tap the market's \$45.5 million buying power to its full potential.

Carry Little Falls by a landslide—use the Times.

## Little Falls Times

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

## ELYRIANS NEED OVERSIZE POCKETBOOKS and CASH REGISTERS

Metropolitan Elyria families are exceptionally prosperous. 56.5% of the consumer spending units have incomes of \$4,000 or more—compared with 45.2% for the U.S., 51.7% for Ohio!

And they spend their plus incomes. In every store group, Elyria's sales are way above average . . . total sales 58% above! This pattern of high incomes and big spending radiates from Elyria through a large part of the metropolitan area . . . paralleled by the Chronicle-Telegram circulation, which saturates the city, covers 77% of the entire trading area. It's advertisers' favorite paper in Lorain County—tops in news coverage and lineage.

### Chronicle-Telegram

"The Family Newspaper"

## ELYRIA, OHIO

21,862 Circulation —  
Double the number of City Families

Represented by  
The Julius Mathews Special Agency, Inc.

For Sales Impact in  
ALTOONA, PA.

## ROP COLOR

1-2 and 3 Colors plus  
Black Available Daily!

Add the extra selling punch of  
ROP COLOR to the LARGEST  
CIRCULATION in Blair County  
for full sales impact in this rich  
market.

98% COVERAGE City  
75% COVERAGE County and Trading Area

ALTOONA, PA.'S ONLY  
EVENING NEWSPAPER

RICHARD E. BEELER  
Advertising Manager

# Altoona Mirror.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



### FOR SEPTEMBER, 1956

#### RETAIL SALES FORECAST

(S.M. Forecast for September, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	September
1955	1955	1955	1956

### New York (cont.)

Hempstead				
Township	815.7	99.1	98.1	82.71
Jamestown	322.9	95.6	94.7	5.81
New York	296.5	99.6	98.6	811.14
★ Niagara Falls	400.8	102.9	101.9	12.18
Poughkeepsie	347.5	97.9	96.9	8.34
Rochester	336.8	99.6	98.6	49.04
★ Rome	486.3	111.3	110.2	5.01
★ Schenectady	385.2	102.0	101.0	14.79
★ Syracuse	355.8	104.9	103.9	32.31
Troy	309.5	100.3	99.3	9.04
Utica	314.6	99.3	98.3	12.17

### North Carolina

	558.6	100.6	99.6	306.32
★ Asheville	427.2	102.4	101.4	9.44
Charlotte	569.4	99.4	98.4	23.23
Durham	412.8	96.4	95.4	8.79
Greensboro	688.9	100.7	99.7	16.46
★ High Point	522.0	101.4	100.4	6.00
Raleigh	500.1	99.2	98.2	10.90
★ Salisbury	428.2	101.0	100.0	4.11
Wilmington	492.5	94.6	93.7	6.21
★ Winston-Salem	524.8	102.9	101.9	13.12

### North Dakota

	439.5	98.9	97.9	59.42
Fargo	414.0	98.3	97.3	7.24

### Ohio

	446.3	104.0	103.0	943.71
★ Akron	413.1	103.9	102.9	38.38
★ Canton	385.8	102.2	101.2	17.32
★ Cincinnati	372.4	102.7	101.7	73.51
★ Cleveland	366.8	105.0	104.0	132.08
★ Columbus	440.1	105.0	104.0	60.03
★ Dayton	495.1	103.2	102.2	45.15
Elyria	503.2	99.9	98.9	5.43
★ Hamilton	565.4	104.3	103.3	9.95
Lima	377.2	91.2	90.3	7.20
★ Lorain	511.6	106.1	105.0	7.47
★ Mansfield	498.9	104.2	103.2	9.18
Middletown	414.0	97.1	96.1	5.34
Portsmouth	361.4	93.2	92.3	5.89
★ Springfield	438.3	102.1	101.1	11.53
★ Steubenville	381.4	106.3	105.2	7.59
Toledo	369.0	98.0	97.0	41.58
★ Warren	517.5	104.4	103.4	9.63
★ Youngstown	377.4	107.5	106.4	25.81
★ Zanesville	384.2	103.1	102.1	6.45

### Oklahoma

	446.9	101.1	100.1	198.59
★ Bartlesville	488.5	113.6	112.5	3.42
★ Muskogee	376.2	102.6	101.6	4.18
Oklahoma City	500.3	99.5	98.5	39.32
Tulsa	528.5	99.8	98.8	31.29

### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

City	City	City	
Index	Index	Index	\$
1956	1956	1956	(Million)
vs.	vs.	vs.	September
1955	1955	1955	1956

<b>Oregon</b>	460.3	99.9	98.9	176.26
Eugene	571.3	97.1	96.1	8.86
Portland	395.9	99.3	98.3	62.27
★ Salem	450.2	101.6	100.6	7.83

### Pennsylvania

	378.4	102.1	101.1	1026.97
★ Allentown	406.9	105.0	104.0	16.93
★ Altoona	283.2	106.9	105.8	7.76
★ Bethlehem	399.1	109.1	108.0	7.42
★ Chester	443.0	101.3	100.3	9.97
Erie	415.5	97.9	96.9	17.20
★ Harrisburg	398.3	101.4	100.4	17.17
Hazleton	272.8	100.0	99.0	4.01
★ Johnstown	334.5	107.2	106.1	10.30
★ Lancaster	375.1	102.2	101.2	11.48
★ Norristown	434.1	104.9	103.9	6.29
Oil City	270.3	98.4	97.4	2.24
Philadelphia	368.2	99.2	98.2	222.08
★ Pittsburgh	321.5	105.9	104.9	92.91
Reading	324.9	99.4	98.4	15.24
★ Scranton	269.8	101.6	100.6	13.00
Wilkes-Barre	271.3	96.4	95.4	9.63
Williamsport	340.4	97.1	96.1	6.13
★ York	464.2	102.0	101.0	11.88



In the bag — \$21,596,000! That's booming Bethlehem's food budget last year (\$280.00 above the Pennsylvania per family average). And that's one good reason why smart advertisers are covering strategic Bethlehem from within. How? By investing in the vital "Globe Times"—the only paper that really covers Bethlehem (outside papers don't even reach 1/5 of the market!). Is the "Globe Times" on your schedule?

## The Bethlehem Globe-Times

Roland L. Adams, Publisher  
Represented nationally by Gallagher-Delisser, Inc.

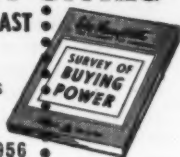
SALES MANAGEMENT



## HIGH SPOT CITIES

### RETAIL SALES FORECAST

See the Survey of  
Buying Power for  
full population, sales  
and income data  
on these cities.



FOR SEPTEMBER, 1956 •

#### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

	City	City	Nat'l.	
	Index	Index	Index	\$
	1956	1956	1956	(Million)
	vs.	vs.	vs.	September
	1939	1955	1955	1956

#### Rhode Island

	331.5	99.4	98.4	79.06
Newport	292.7	93.5	92.6	3.37
Providence	288.1	99.0	98.0	32.52
Woonsocket	308.8	100.9	99.9	5.10

#### South Carolina

	507.5	101.5	100.5	146.00
★ Charleston	464.2	101.3	100.3	11.56
Columbia	483.8	97.8	96.8	13.74
★ Greenville	544.0	103.7	102.7	12.18
Spartanburg	419.0	100.8	99.8	6.66

#### South Dakota

	409.5	99.4	98.4	60.07
Aberdeen	401.7	98.6	97.6	3.25
Sioux Falls	381.9	93.7	92.8	7.60
★ Rapid City	643.4	105.5	104.5	5.86

#### Tennessee

	471.2	97.7	96.7	247.48
★ Chattanooga	428.9	102.2	101.2	20.54
Knoxville	423.7	91.6	90.7	19.11
Memphis	453.6	93.4	94.5	52.66
Nashville	441.8	99.8	98.8	30.44

#### Texas

	557.4	100.8	99.8	870.64
★ Abilene	676.3	104.3	103.3	8.39
Amarillo	700.3	95.4	94.5	15.83
★ Austin	525.6	101.0	100.0	18.03
★ Beaumont	525.8	102.0	101.0	13.62
Corpus Christi	635.1	96.0	95.0	17.34
Dallas	597.3	98.8	97.8	88.47
El Paso	663.6	100.1	99.1	22.23
★ Fort Worth	618.2	101.5	100.5	49.27
Galveston	351.7	97.6	96.6	7.46
★ Houston	637.0	106.1	105.0	105.87
Laredo	516.7	97.4	96.4	4.24
Lubbock	832.5	92.5	91.6	15.07
Port Arthur	418.7	95.5	94.6	7.41
San Angelo	525.8	94.0	93.1	6.99
San Antonio	589.1	97.4	96.4	51.96
Texarkana	415.5	96.1	95.1	5.53
Tyler	500.9	96.1	95.1	7.06
Waco	539.9	94.9	94.0	11.44
Wichita Falls	514.7	97.6	96.6	10.35

#### Utah

	483.8	102.9	101.9	71.55
Ogden	442.7	99.1	98.1	7.39
★ Salt Lake City	462.5	103.0	102.0	30.01

<b>Vermont</b>	356.4	107.6	106.5	38.06
★ Burlington	388.0	111.4	110.3	5.63
Rutland	280.8	97.9	96.9	2.78

<b>Virginia</b>	538.9	101.1	100.1	293.18
Danville	424.4	100.2	99.2	5.77
★ Lynchburg	365.7	103.5	102.5	6.66
★ Newport News	543.3	103.8	102.8	8.80
Norfolk	550.2	99.1	98.1	29.99
Portsmouth	618.8	96.3	95.3	8.72
Richmond	373.0	98.0	97.0	34.61
★ Roanoke	432.9	108.4	107.3	13.42

<b>Washington</b>	463.4	99.6	98.6	267.59
Bellingham	330.0	92.8	91.9	4.45
★ Everett	417.3	105.0	104.0	6.59
Seattle	415.7	99.0	98.0	74.25
Spokane	432.3	96.8	95.8	24.30
★ Tacoma	451.7	102.8	101.8	21.32
Yakima	436.7	94.2	93.3	8.52

#### West Virginia

	373.4	100.2	99.2	130.67
Charleston	403.1	99.9	98.9	15.11
★ Huntington	408.5	101.0	100.0	10.91
Wheeling	325.1	97.2	96.2	8.87

#### Wisconsin

	412.5	105.2	104.2	380.42
★ Appleton	481.9	105.3	104.3	6.60
Beloit-Janesville	407.3	99.7	98.7	8.63
★ Green Bay	409.3	105.6	104.6	9.25
★ Kenosha	434.8	102.2	101.2	7.35
★ La Crosse	420.2	107.7	106.6	7.27
Madison	498.8	99.9	98.9	15.11
★ Milwaukee	371.4	106.1	105.0	91.69
Oshkosh	375.7	100.1	99.1	5.94
★ Racine	416.3	102.3	101.3	9.58
★ Sheboygan	362.8	102.9	101.9	5.66
★ Superior	386.4	104.0	103.0	3.61

#### Wyoming

	406.0	99.7	98.7	35.24
★ Casper	594.3	102.5	101.5	5.88
Cheyenne	454.2	95.2	94.3	5.36

## NEWPORT RHODE ISLAND'S RICHEST MARKET

The 17,800 families in Newport County ... with \$6,652 average income ... are the state's richest families—your preferred prospects. They're outside the state's only metropolitan market and can be influenced only by *their own* newspaper. Without its help, you could be by-passing \$118,401,000 buying power.

### The Newport Daily News

Newport County's Only Daily

Largest Circulation  
in Southern Rhode Island

Represented by

The Julius Mathews Special Agency, Inc.

the station  
that made  
**ROANOKE**

**VIRGINIA'S  
NO. 1  
TV MARKET  
73.2%**

station share  
of sets ... (ARB)

**WSLS-TV**  
CHANNEL 10  
ROANOKE, VA.



Represented Nationally—Avery-Knodel, Inc.

**There's This About  
WOONSOCKET**

**Building Activity  
Builds Your Sales!**

If you're selling building supplies, lumber or hardware ... better cash in on the extra profits in Woonsocket. According to S.M.'s '56 Survey, Woonsocket's average-family sales in these fields are 10% ahead of the R.I. average. And your budget will appreciate this: just one newspaper sells 98.6% of the city's homes ... Woonsocket's one-and-only local daily, the

**WOONSOCKET CALL**

Representatives: Gilman, Nicoll & Rulman  
Affiliated: WWON, WWON-FM

**COVERS RHODE ISLAND'S  
PLUS MARKET**

### Sales Promotion Writer and Idea Man

Key job on Detroit headquarters staff of national organization supplying packaged audio-visual services. This is an unusual and challenging job, highly creative and varied, in a growing business with open doors to progress. Give us a summary of your business experience and educational background. Replies kept confidential. Box 3306.

### AD MAN-PROMOTION-MARKETING

Just completed vast contribution to sweeping national advtg. campaign. Ready to shoot ahead. Agile idea man; top copy, P. R.; unique sales promotion; personable, mature. Contact-Write: Box 3305 today.

### POSITION WANTED

SALESMAN, lighting, electrical, building materials or industrial sales. Solid background of sales and administrative experience. Age 27, personable, aggressive. B.A. Write Box 3308.

"Have openings for experienced and trainee salesmen to represent large litho, printing, and lettering firm. Metropolitan New York. State experience, salary or commission requirements. Box No. 3304."

## GENERAL SALES MANAGER

Outstanding opportunity with established and expanding medium-sized manufacturing concern selling to leading electrical manufacturers nation-wide. Our company is noted for high quality products and an aggressive research program. It is located in a mid-western city with metropolitan area of approximately 175,000, which has above-average recreational, education, and cultural advantages.

Top Management position with responsibility for all marketing activities of the company. Salary open. Excellent profit sharing, group insurance, and retirement plans.

Prefer applicant in 35-50 age range with college education or equivalent background based on special studies and business experience. Must have sales management experience, preferably in industrial rather than consumer goods field.

Submit complete resume including personal information, work experience, and salary progression. All replies confidential. Our employees have been informed of this opening and advertisement. Address Box 3303

### RETAIL SALES FORECAST (S.M. Forecast for September, 1956)

	City Index	City Index	Nat'l. Index	\$ (Million)
	1956	1956	1956	vs. September 1955
	vs. 1941	vs. 1955	vs. 1955	1956
<b>CANADA</b>	391.7	102.0	100.0	1144.20
<b>Alberta</b>				
★ Calgary	414.4	109.9	107.7	18.23
★ Edmonton	537.2	103.9	101.9	21.81
<b>British Columbia</b>				
★ Vancouver	432.2	104.7	102.6	53.20
Victoria	296.9	93.2	91.4	9.26
<b>Manitoba</b>				
Winnipeg	250.1	96.7	94.8	28.96
<b>New Brunswick</b>				
★ Saint John	273.0	103.5	101.5	5.73
<b>Nova Scotia</b>				
Halifax	235.9	96.3	94.4	10.24
<b>Ontario</b>				
★ Hamilton	319.4	104.9	102.8	23.54
London	379.3	98.9	97.0	12.86
Ottawa	290.6	99.1	97.2	20.08
Toronto	323.4	100.0	98.0	109.67
Windsor	275.3	94.6	92.7	12.53
<b>Quebec</b>				
Montreal	327.2	101.5	99.5	109.44
Quebec	298.9	96.7	94.8	16.02
<b>Saskatchewan</b>				
Regina	326.8	97.9	96.0	10.52

### Sales Gains and Losses

Current operating statements show these changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago. Only one-tenth of 1% of companies listed showed a sales loss for the period indicated.

Key: f—fiscal year.

Company	Period	1956	1955
American Machine & Fdy.	6 mo.	90.5	61.8
Amer. Smelting & Refg.	6 mo.	302.3	275.6
Anheuser-Busch, Inc.	6 mo.	105.7	101.7
Armstrong Cork Co.	6 mo.	123.2	122.5
Bigelow-Sanford Carpet	6 mo.	42.2	40.9
Boeing Airplane Co.	6 mo.	407.3	370.3
Celanese Corp. of America	6 mo.	94.4	93.2
Columbia Broadcasting Sys.	6 mo.	174.2	149.9
Columbian Carbon Co.	6 mo.	32.5	30.6
Crucible Steel Co. of Amer.	6 mo.	145.6	114.8
Curtiss-Wright Corp.	6 mo.	279.1	250.0
Emerson Electric Mfg. Co.	9 mo.	42.5	29.6
Endicott Johnson Corp.	6 mo.	73.5	66.3
Fairchild Eng. & Airplane	6 mo.	69.5	78.9
Federal-Mogul-Bower	6 mo.	40.0	44.3
Bearing	28 wks.	53.3	52.9
Flintkote Co.			
Gen. Aniline & Film Corp.	6 mo.	63.2	58.6
Gillette Co.	6 mo.	102.9	84.4
Goodrich (B. F.) Co.	6 mo.	364.3	372.3
Grumman Aircraft Eng. Co.	6 mo.	89.6	115.1
Intl. Nickel Co. of Can.	6 mo.	225.0	205.0
Keystone Steel & Wire	1 yr. f	118.2	101.2
Lily-Tulip Cup Corp.	6 mo.	36.6	31.6
Link-Belt Co.	6 mo.	82.3	60.1
Lowenstein (M.) & Sons	6 mo.	233.7	164.7
Mack Trucks, Inc.	6 mo.	126.6	83.7
McKesson & Robbins, Inc.	3 mo.	135.5	122.2
Minneapolis-Honeywell Reg.	6 mo.	124.8	114.8
Minnesota Min. & Mfg.	6 mo.	154.4	131.6
Owens-Illinois Glass Co.	1 yr. f	378.1	351.2
Oxford Paper Co.	6 mo.	31.1	28.2
Penney (J. C.) Co.	6 mo.	541.7	492.7
Pillsbury Mills, Inc.	1 yr. f	330.9	341.1
Pitney-Bowes, Inc.	6 mo.	21.5	19.4
Porter (H. K.) Co.	6 mo.	69.2	47.6
Scott Paper Co.	6 mo.	133.4	125.8
Sieberting Rubber Co.	6 mo.	24.0	21.4
Sterling Drug, Inc.	6 mo.	89.4	83.9
Stokely-Van Camp, Inc.	1 yr. f	159.5	136.4
Sylvania Elec. Products, Inc.	6 mo.	155.1	138.7
Underwood Corp.	6 mo.	41.6	39.9
United Aircraft Corp.	6 mo.	458.4	359.1
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White Motor Co.	6 mo.	112.5	85.1

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## SALESMAN

For permanent sales staff of long-established national organization producing and distributing a widely diversified line of visual aids to blue chip customers. Our products and services require creative selling at top levels. Actual on-the-job selling experience desirable, combined with knowledge and experience in the operation of sales organizations from headquarters level. Age 35-45. Salary plus commission. Detroit location. Complete resume of education and experience kept strictly confidential. Box 3309.

## THE SCRATCH PAD

By T. Harry Thompson



Too late for Herpicide, someone lent me the *Science of Correct Thinking* (Bittle). So please bear with me in what passes for thought.

I offered this slogan: "Make Paper-Mate Your Pen-Pal," which I thought was a natural. No dice. A nice letter from Paper-Mate's Bette Kurtzman says they never consider ideas from the outside. Ho, hum!

SHAMPOO: Result of advice to "Go soak your head!"

BEDSIDE MANNER: Talking to grown-ups as though they were children.

Prosecutor—"Now tell the jury the truth, Madam. Why did you shoot your husband with a bow-and-arrow?"  
Defendant—"I didn't want to wake the children."—*The Steering Wheel*.

It's all right with me if Kim Novak blows her lines, as alleged, so long as she doesn't blow her curves.

Bayer Aspirin could be obvious and have a bear as a trade-mark.

Gaylord Container's Gordon Hertlet sends a proof of his firm's ad telling how a shipment of plums went "3,500 miles without a bruise." The copy says: "If your product is plum delicate, etc." Sure, sure.

I said it would be hard to find a rhyme for "Ciudad Trujillo," but hadn't counted on Larry Strickler, who carols: "In Ciudad Tru-hee-yo, I'll be glad to see you." I might have known!

Hearst Magazines' Joy Gallagher reports a sign on a beauty-shop in Vinton, Va.: "We curl up and dye."

Paul McCay, of Connecticut's Dolge Chemicals, says Rhode Island's "Gob Shops" say: "Prices are born here . . . and raised elsewhere."

A familiar traffic-sign in the South, by the way, offers good advice for getting along anywhere: "Yield Right-of-Way."

Add sales-deterrents: "We can't break the dozen."

Nine out of 10 U. S. industrial workers address their immediate boss by his first name, according to a recent survey. Democracy at work.

Following soup-on-the-rocks, Camp-

bell's now suggests soup-shakes. Well, you can't say the copy-department isn't trying.

OLD-TIMER: One who remembers the Manhattan Transfer.

Our Own Duncan Hines Dep't.: If you are in the neighborhood of Jersey's Garden State track and are really hungry, try nearby Cherry Hill Inn. As Herb Caen used to say, bring money.

Slogan for a deodorant: "Ban is always on the ball." And a headline: "Roll-Call."

This bird ought  
To be in jail:  
The guy who never  
Answers mail.

Tourist Court Journal's Bob Gresham reminds us that the Gillette March is often played during halves at football games.

Curtain-line: "To know what is right and not do it is the worst cowardice."—*Confucius*.

## Back to School

Magazines, newspapers, and other advertising media are rife with suggestions for the student going Back to School . . . clothing, luggage, portable typewriters, electric shavers for the male animal, and so on.

Even those of us in our thirties, forties, and fifties can catch the spirit of the Back-to-School thing. Remember what the guest-speaker told us the day we were graduated from college? Commencement, he said, is not the end of learning, but the beginning, as the word itself implies.

What can we learn from yesterday's mistakes? Why did we fail to close that sale on which so much depended, both for the house and for us personally? Were we over-eager? Did we press? Did we approach the matter from the angle of the seller rather than the buyer?

Did we know the prospect's need as well as we knew our product? Did we give him a chance to talk and ask questions? Or did we turn on our mouth and leave it running?

They say experience keeps a dear school. If we fail to learn from experience, we are a bunch of squares.

The new General Motors Technical Center at Detroit is notable for its colossal concept, for the magnitude of its physical equipment. But the most important thing about it is seldom mentioned: GM's determination to go Back to School . . . to learn in order to earn!





A NEW IDEA...

## I.W. HARPER "Traveller"

with pint or half-pint sizes—at no extra cost!



...it's always  
a pleasure!



Here is a wonderful way to carry your I. W. Harper Bonded Bourbon in style—wherever you go. The "Traveller" is a handsome protective case, durable, flexible, with a finish like hammered gold. Opens easily, closes securely—fits any pocket, packs neatly in luggage. Ideal for gifts, too. Offered with pints or half-pints at no extra cost! The supply is limited.

**I.W. HARPER**  
*The Gold Medal Whiskey*



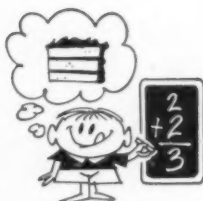
**BOTTLED IN BOND KENTUCKY STRAIGHT BOURBON**

100 PROOF • DISTILLED AND BOTTLED BY I. W. HARPER DISTILLING CO., LOUISVILLE, KENTUCKY

Another true-to-life story  
about some make-believe characters

# Wer isst den meisten Kuchen in Chicago?

Long before little Hans knew his eins, zwei, dreis, he knew the gustatory glories of his mother's apfelstrudel, kaffee kuchen and lebkuchen.



And when he grew up to be a man, Hans made a fortune making cakes just like his mother used to make.

Before long he ran away with 35% of the branded coffee-cake business in Chicago—despite the fact that his cakes sold for 14% to 61% more than ordinary brands. But Hans wanted to make still more dough.



P.S. Always remember . . .



If you want to SELL Chicago

TELL Chicago in the

**Chicago Tribune**  
THE WORLD'S GREATEST NEWSPAPER

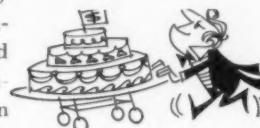


To do this he knew he'd have to cut into the unbranded coffee-cake business. How to go about it had him stumped. But not for long. He asked his friend Joe to come over. Joe came a-running



—and brought with him a rather surprising Chicago Tribune study of the market for coffee-cake, cheese-cake and poundcake.

First surprise: The study showed that middle-income families consumed much more premium-priced cake (47%) than did high-income families.



Second surprise: Native Americans consumed these European-type cakes at a greater rate than did the foreign born. (65% of the Chicago market comprises native white families, but they ate 73% of the cakes.)



Third surprise: Medium-sized families (3 or 4 persons) ate more cake per family and as a group (53.7% of the total volume) than big families.

After finding out who the biggest cake-eaters were, it was easier for Hans to figure out where and how to find more.



Und ever since, his kuchen has been like hot cakes in Chicago selling.

Now maybe you sell kilts or kyacks instead of kuchen. But this story has a moral for you, too. If you want to know anything about Chicago, just call in a joe from the Chicago Tribune and put him to work finding out. Nobody knows Chicago like the Tribune. Nothing sells Chicago like the Tribune.